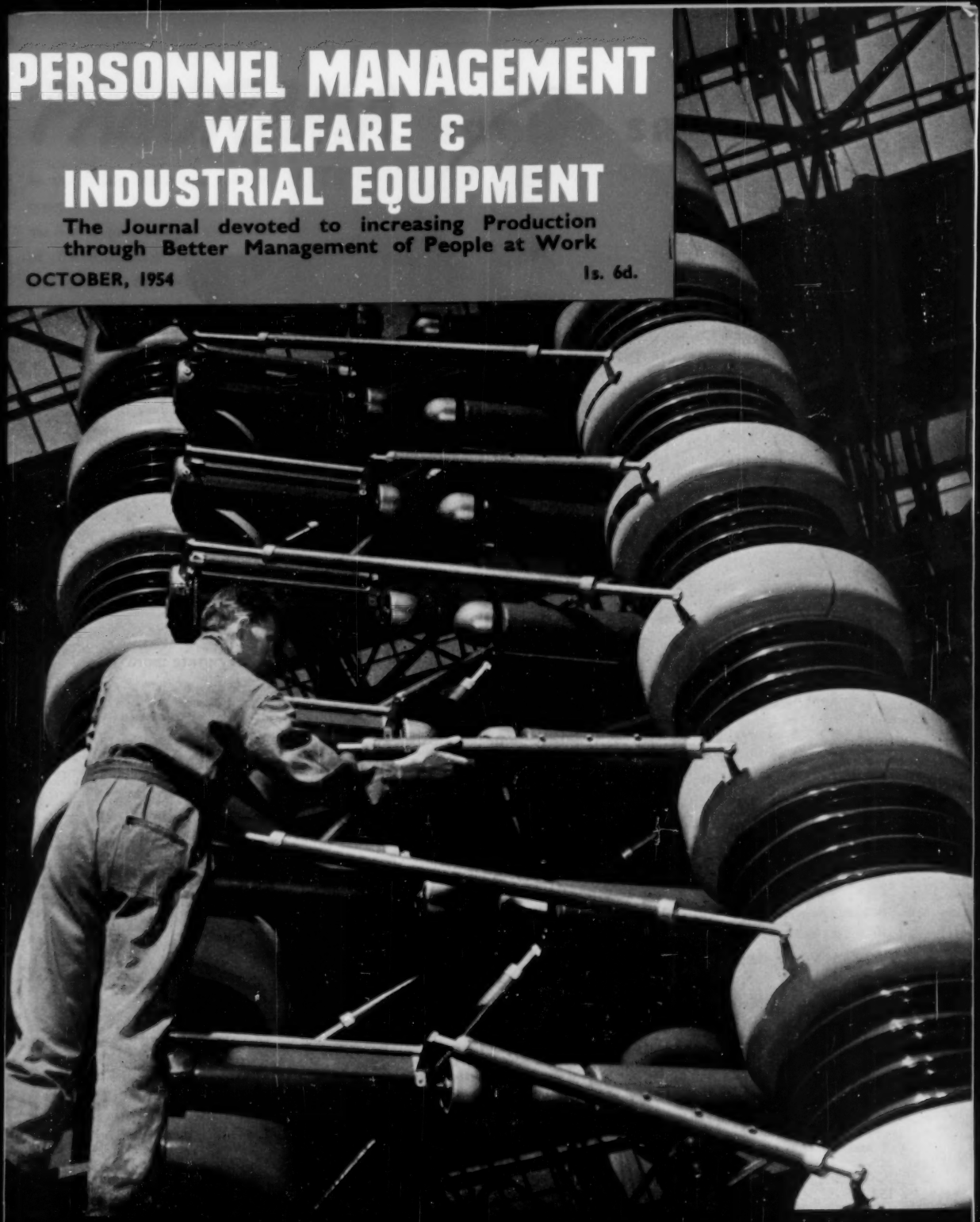
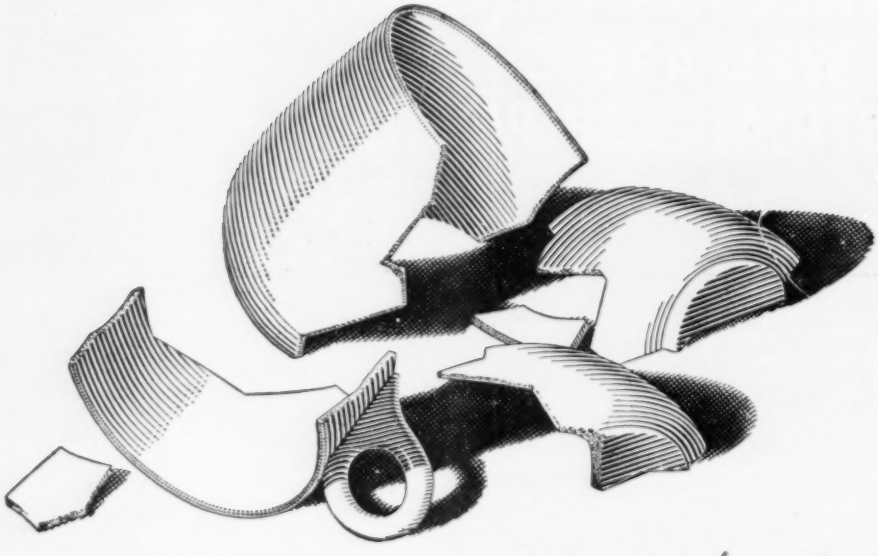
PERSONNEL MANAGEMENT
WELFARE & INDUSTRIAL EQUIPMENT

The Journal devoted to increasing Production through Better Management of People at Work

OCTOBER, 1954 1s. 6d.



How to Work Safely with Electricity (see page 184)



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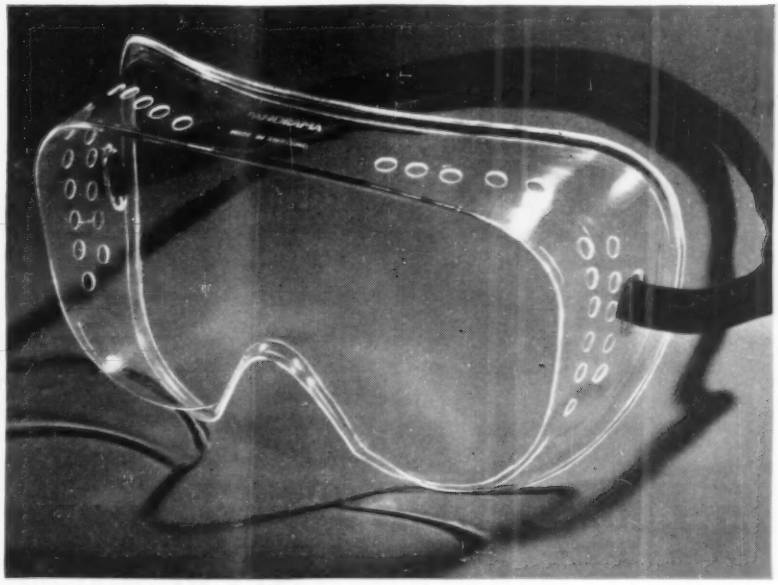

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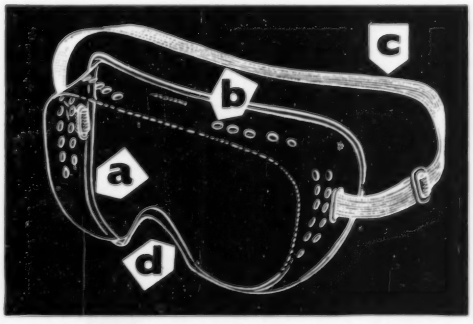

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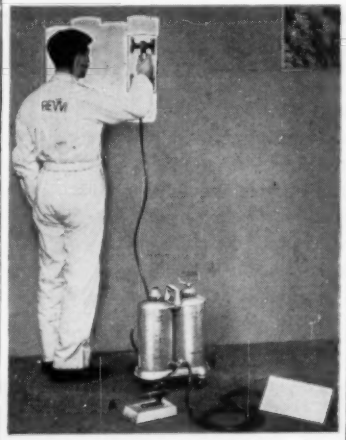

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Personnel Management Welfare and Industrial Equipment

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The story of how this partnership works after 40 years and how the real power is distributed

Management Through The Supervisor's Eyes — *Discussion Leader* — 188
When Modern Ideas Come Up Against Old Suspicions

INDUSTRIAL EQUIPMENT AND MANAGEMENT

How Rating Forms Can Help in Assessing Staff — *Christina Hyde* — 186
Describes the proper use of graphic rating forms and gives two examples that have brought results

Equipment That Raises Output — 197
EFFICIENCY AIDS ★ CLEANING ★ HEALTH ★ HEATING ★ SAFETY

WELFARE, TRAINING AND HEALTH

Raising Foremanship Standards—8 — *The Editor* — 189
The Five Essentials of Supervisor Training—commentary on Part II of recent M.o.L. Report

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Advice on one of the weakest features of industrial catering in the United Kingdom

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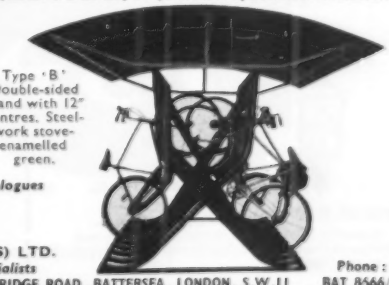

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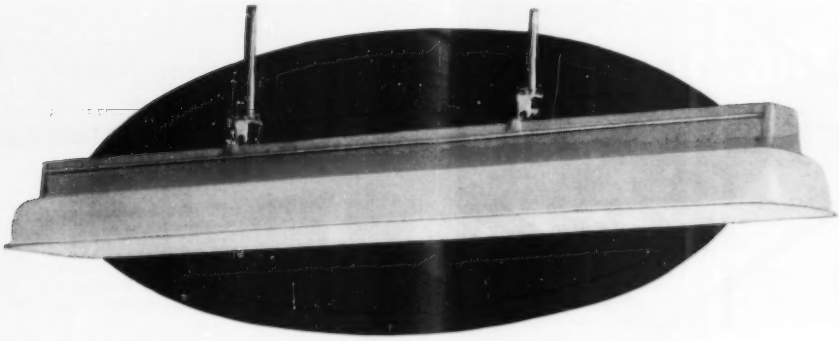

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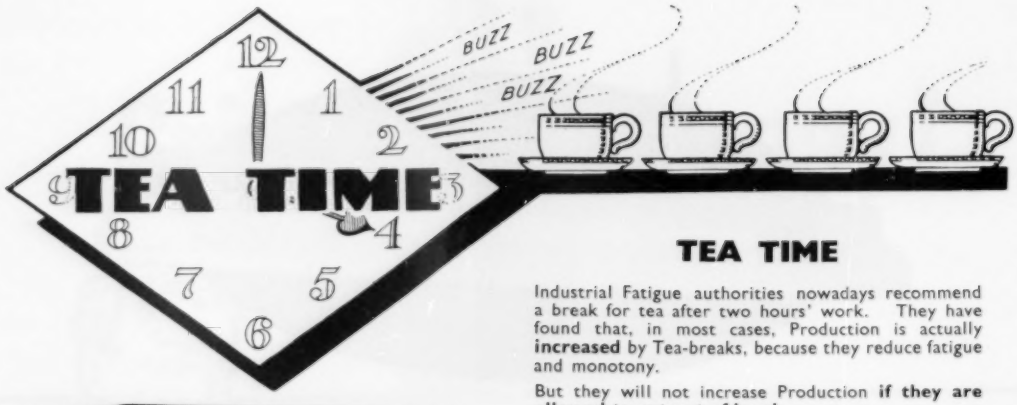

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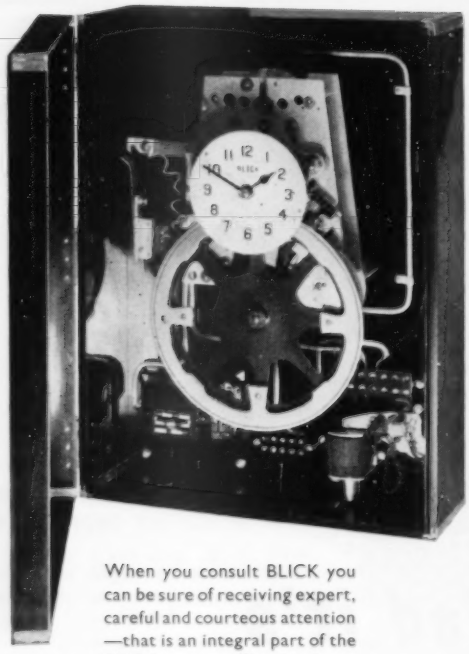

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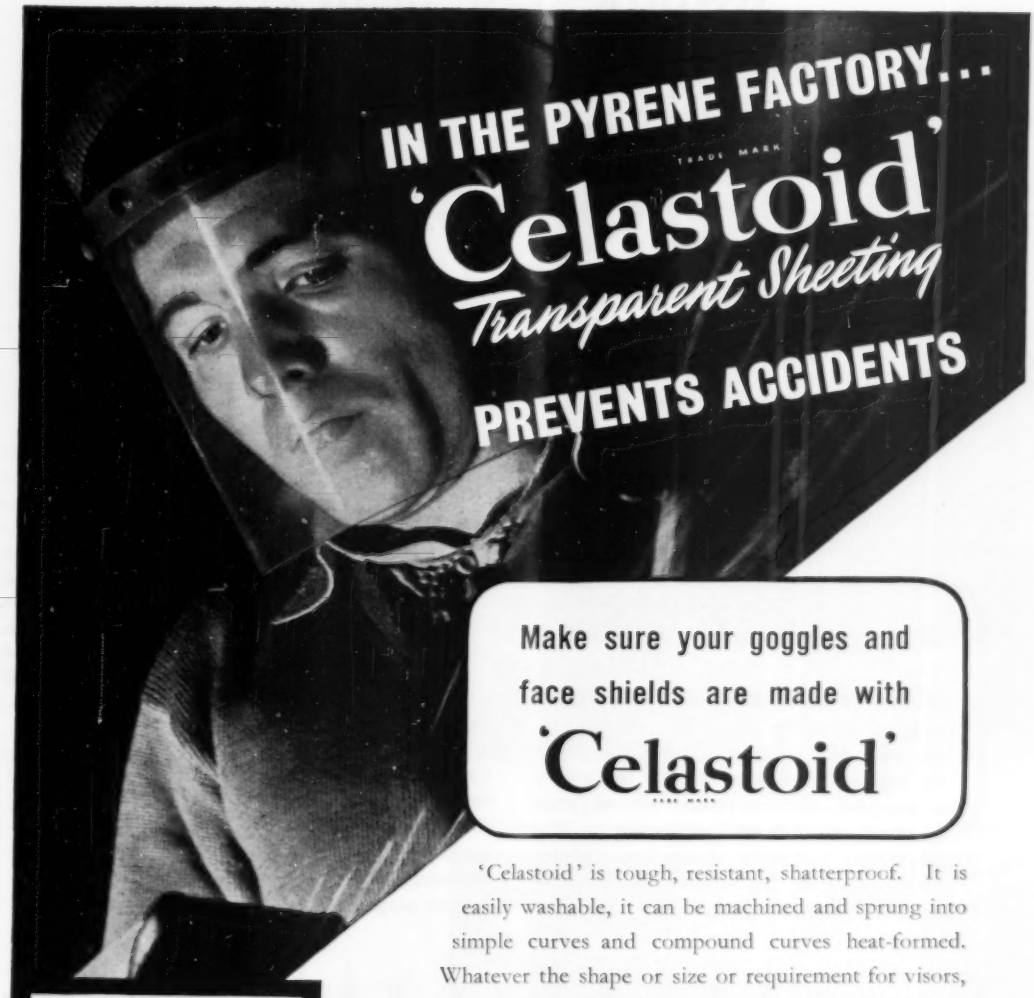

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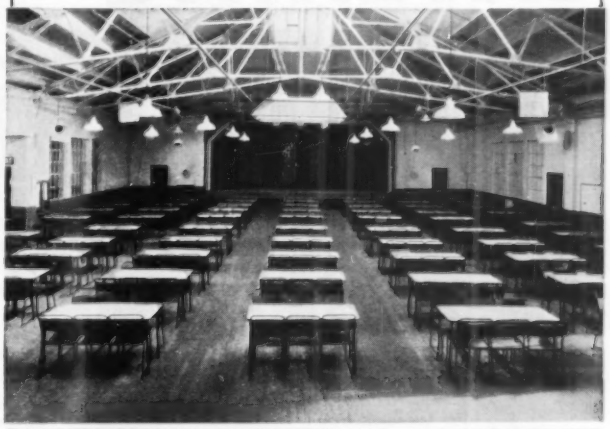

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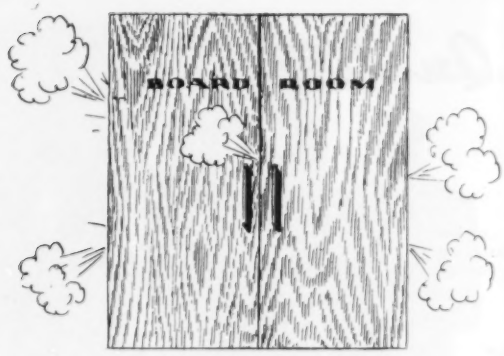

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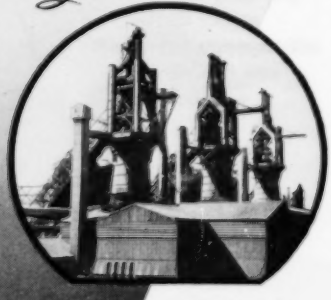

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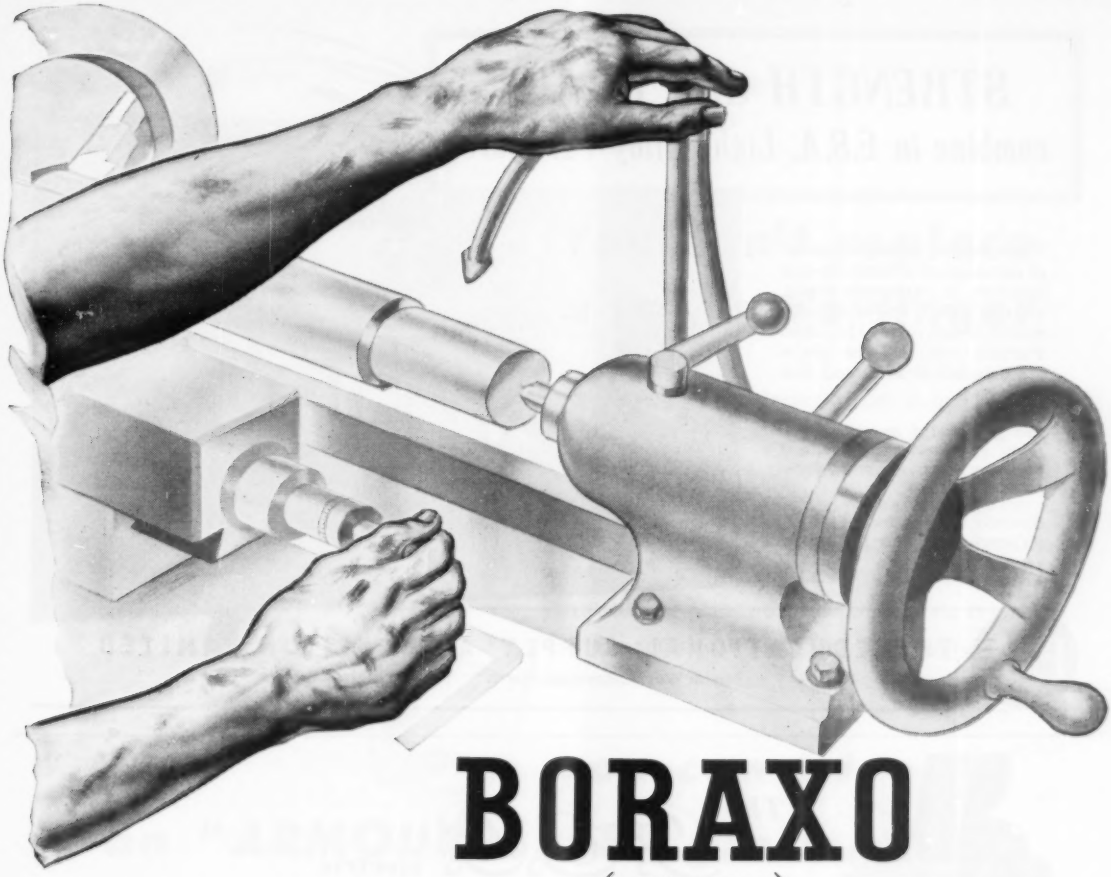

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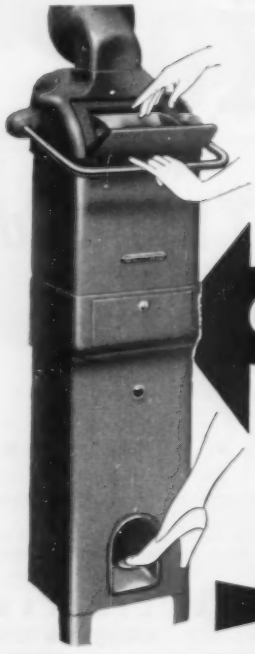

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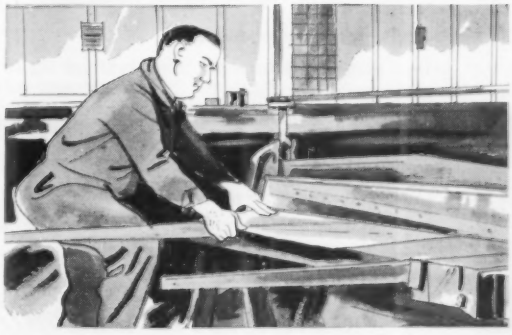

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Cleanliness, discipline, system! Three German industrial virtues are typified by these girls checking carbon papers. Yet the scene does suggest something too "automatic" even for this most routine of jobs.

How hard does the German worker really work and how efficient is his management? These are questions which British industry has been asking for some time and to which we now give the answer in this specially-commissioned article. The author, whose knowledge of Germany and its industry goes back over many years, does not belittle the recent achievement of Britain's ex-enemy. But he sees the "miracle" in its true perspective. He stresses that "it is not a case of taking our hats off to the Germans, but of taking our coats off".

How the German Worker and His Management Compare with Our Own

By W. H. BOWER
Assistant Director, Industrial Welfare Society.

THE industrial recovery of Germany has been a source of wonder, and to some extent also of concern, to many exporting firms in this country. The Germans themselves are very conscious of their achievement and with pride refer to what they call the "German miracle".

What of the German factory worker and human relations in this situation? We are frequently told that Germans work much harder than we do, that hours are longer, wages lower, and that technical efficiency is high. The British executive who is anxiously watching his export markets will wonder how much truth there is in these statements; if the German works harder does he also work more effectively, is the German revival merely a temporary spurt and does the present industrial situation in Germany contain danger spots or weaknesses which may be pointers to a halt or even a set-back?

Over here the question "what makes the worker want to work" has been asked frequently without, so far, finding a precise answer. Among other factors one might say that with us the average worker regards "work" as a means to obtaining other satisfactions (the emphasis is on the word "other") such as more leisure and the means of satisfying social needs outside the factory, particularly those satisfactions which can be bought with money.

It would be wrong to assume that the German is not motivated at work by similar reasons, but the emphasis on work merely as a means to other ends is not so strong over there as it is with us. While the German worker does not by any means look at work as an end in itself, he is certainly somewhat nearer in his attitude to work as a way of life. This is indicated to some extent in the German word for work: "schaffen", meaning creating, making, doing. On a recent visit to Germany, I was impressed to see construction work going on after midnight for shop premises, with the sales staff standing outside on the pavement surrounded by goods, waiting to move in before the morning. This little incident is perhaps symptomatic of the German's attitude to work.

On the other hand, visits to many of the leading factories over there do not give the impression that the working pace is faster than here. The German worker, however, conforms closer to discipline standards, work begins promptly at starting time and does not slacken off till finishing time. The two-shift system is popular and one will frequently see the second shift standing behind the first, ready to take over without interruption of production. In many factories refreshments are brought round during the morning but in male departments there is normally no rest pause, and

What We Can Learn from the Germans—

1 *First-class time-keeping and no slacking off towards the end of a shift.*

2 *More use of the two-shift system to reduce production costs.*

3 *Meticulous attention to lay-out, production flow study and methods engineering generally.*

4 *More thorough technical training for apprentices.*

What the Germans Can Learn from Us—

1 *That good management needs human skills as much as technical skills.*

2 *That trade unionism demands group cohesion and loyalty, not the blind following of a leader.*

3 *That a good technician is not hidebound by theory. He must be able to adapt himself to the unexpected.*

4 *That labour is entitled to its fair share of the rewards from efficiency. Paternalism as expressed in welfare concessions is not enough.*

where women are employed the break period is usually very strictly controlled.

German factories have the advantage over ours by stricter observance of time-keeping and above all by supreme efforts on the part of management to avoid all possible waiting periods, by giving meticulous attention to lay-out, study of production flow, and methods engineering generally. As many works were destroyed or dismantled after the war, there are now many newly constructed factories incorporating all the best-known standards of production technique, plus, of course, the immense advantage of completely modern machinery and equipment. The managing director of an internationally famous firm said to me: "You British people have done us the greatest kindness. You destroyed our factories and took away our equipment, but you left us our craftsmen. We have rebuilt our factories and installed the most modern machinery and now we are on top of the world".

Herein possibly lies a lesson for us. Man for man the average British worker has no equal anywhere and, given the proper facilities, is able to hold his own and surpass most workers in other countries, but there is still ample room here for greater study of production techniques and to making the most of existing factory buildings.

Conversations with managers and workers in Germany disclose that immediately following the war, with the terrific destruction that had taken place, there was a remarkable getting together of all grades in industry in order to restart production. I heard many stories from workers themselves how even managing directors performed some of the most menial tasks to get their factories going again, such as repairing bicycles so that their employees could get to work. Many employees quoted such cases with pride and these experiences have undoubtedly helped to pave the way for greater collaboration with management and have possibly helped to prevent legislation for consultation becoming a failure Time alone can show whether these improved relations will be able to survive periods of economic strain and stress which are obviously looming ahead.

One of the most interesting developments in German industry has been the establishment by law of so-called co-determination in the iron, steel and coal industries, with the nomination of an employee director to the Board. While this appears to have worked reasonably well it has shown the difficulty of finding an adequate number of people from employee grades who are capable of filling this responsible post. Effective employee representation is a highly skilled job, requiring not only careful selection but personality, skill, training, and above all experience.

Under a law established in 1952, Workers' Councils must be formed in all establishments employing not less than five permanent employees. The law specifies the number of employee members, elections, times and frequency of meetings and the employer must make available the necessary space and technical data for meetings. Our own attitude to consultation has consistently been that no law can make a success of consultation where there is an absence of goodwill among the participants. It must be remembered, however, that the Teutonic mind prefers laws and enactments and, so far, experience over there of these Councils is encouraging. Conversation with a number of employee conveners revealed employees with a great sense of responsibility, loyalty to their firm, and on occasion considerable courage in putting forward the management's point of view to their constituents.

German trade unions are organised on an industrial basis. Thus in shipbuilding there is only one union covering the whole industry, whereas with us anything up to fifty unions may have a say. So far, German unions have been committed to a policy of keeping prices down and discouraging wage increases which cannot be economically justified. But there are signs of unrest as proved by the widespread strikes in August.

It must be recognised, however, that the German worker is more docile and cannot be compared with the British trade unionist with his sturdy independence. There is over there not the same group cohesion and loyalty, and the average trade unionist there would not think of strike action to remedy an alleged wrong to his fellow members, unless given a definite lead by authorities higher up in the movement. As one prominent German trade union leader put it to me: "Every German is born with a drum and a pair of drumsticks". He is still prepared to follow a leader, and if a leader should emerge who is prepared to use his sense of power for purely selfish ends, the average German worker may once again be prepared to follow blindly. Top leaders in the movement who were interviewed were shrewd, but colourless. They did not compare in any way with British trade union per-

This car factory technician is a skilled craftsman who takes great personal pride in his work and who puts his whole heart into what he is doing. In recent years, however, many such men have definitely overworked as in the case of this heavy worker in a Hanover tyre plant.

sonalities with their high sense of purpose, personal integrity and courage. They were more concerned with writing books and political treatises and less with a sense of mission.

As regards factory welfare, social clubs are in some cases of a very high standard. Works magazines are widely published and there are some really excellent examples of business and financial reports for employees. Canteens are on the increase, possibly on account of the relatively high cost of living, and the standard of some canteens in regard to interior equipment and decoration is sometimes equal to the best restaurants, with splendid and tasteful mural decorations. Food served is ample, consisting mainly of soup (the traditional German dish and often a meal in itself), meat and vegetables, and occasionally a sweet. Average price for a complete meal is usually 50 Pf. (equivalent to about 1s.), and subsidised by the employer to the extent of 70 Pf. to one mark. Cafeteria service does not appear to be so prevalent. Many canteens have waitress service, and the table monitor is popular, where an employee at the head of the table will dish out the meals to his colleagues. Lunch breaks are mostly half-an-hour only and service is very speedy.

Already some years before the war, the larger undertakings in Germany had well developed employee services departments. Management was strongly paternal, almost feudalistic. Strict discipline was insisted upon, but many companies provided cheap housing for employees and sickness benefit schemes, canteens, social clubs, and co-partnership (as e.g. at the Zeiss Works, Jena), etc., were well developed. Especially in the smaller towns, the firm was very much a community, with the owner somewhat in the position of the local squire. Employees were looked after, provided they conformed and behaved themselves.

Post-war years have seen an extension of welfare services, and working conditions in factories and offices (particularly in offices), sickness benefit schemes, retirement pensions, receive as careful attention as with us.

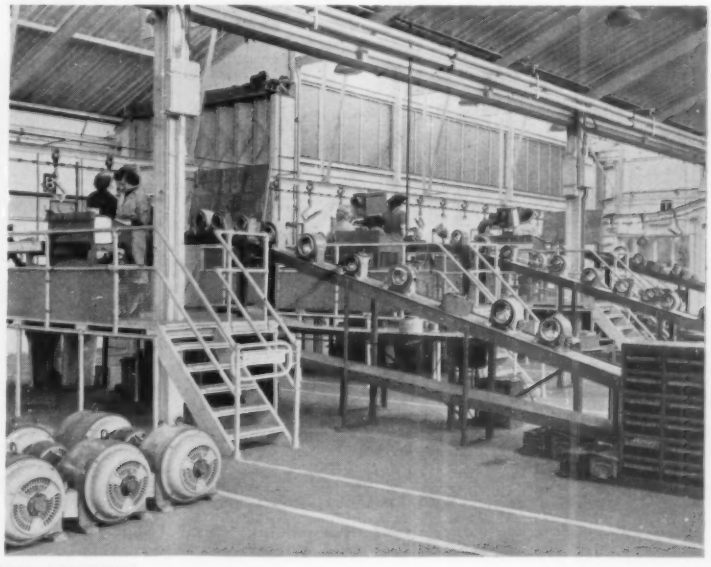
It must be borne in mind that apart from voluntary welfare services German industry has to carry quite a heavy burden of statutory social contributions. One large company with an annual wages bill of D.M. 100,000,000 expends the following sums for social services:

National Wages Tax	D.M. 10,000,000
Statutory social services	D.M. 10,000,000
Company voluntary social services	D.M. 15,000,000

i.e. 35 per cent. of the total wages bill. Similar comparative figures are fairly common among the leading industries. While wage rates in Germany are somewhat lower than here, it would seem that the difference in rates is more than compensated for by supplementary social services expenditure.

We have always prided ourselves on the high standard and skill of our craftsmen, and rightly so, but there is danger that because of this we may underrate the quality of our Continental competitors. Individual craft skill, and training for crafts, have always been high in Germany, and

(*Continued on page* 204)



Much of Germany's industrial success derives from superb industrial planning. That Britain can do it too was emphasised by this new electronic control system recently introduced by **Brook Motors Ltd.** at their Barugh Green (Barnsley) factory. (See this journal, July 1954 issue, *page* 22.)

John Lewis Reach Forty Years of Partnership

By WILFRED ALTMAN

Today, as more and more firms endorse the idea of co-partnership, the *John Lewis* scheme has reached its fortieth birthday. How this scheme operates, and whether or not it is a genuine industrial democracy, is therefore of much topical interest and importance. The Partnership's chairman himself, says the author, "likens his position to that of the Judiciary in a nation state".

SOME indication of the increasing importance of co-partnership and profit-sharing in industry is reflected in the news that *I.C.I.* has now joined the ranks of firms operating such schemes, while another industrial giant, *Courtauld's*, has accepted the idea in principle. For further proof, we need only look to the U.S.A. (which is so often to the forefront in such matters) where there are now more than 13,000 profit-sharing plans in operation and this total growing at the rate of 100 a month.

For this reason then it is important and of interest to study how partnership operates in one very well-known business where this principle has been developing for forty years, i.e. the *John Lewis Partnership*.

This partnership started in 1914, with about 300 workers and a capital of less than £200,000. Today, it has over 11,000 workers, with a paysheet of nearly £4,000,000 a year, and a capital of more than £14,000,000. The owners of this capital take a fixed rate of dividend and no more—an average on the total capital of 4½ per cent.

Mr. John Spedan Lewis, the Partnership's chairman, who introduced the system purely as an experiment, intended that all the advantages of owning a business should be shared as fully as possible among all those who work in it. **In other words, not only the profits, but also the knowledge and the power and responsibility.** The kind of partnership he envisaged was, in fact if not in name, a producer-co-operative society, such as the Rochdale producers set out to achieve in 1844.

The partnership system of the *John Lewis Organisation* was formally effected through a first irrevocable Settlement-in-Trust in 1928. Until then, partnership benefit had been distributed in the form of share promises. Now, these were saleable on the Stock Exchange. The broad effect of this Settlement was that Mr. Lewis sold his workers the whole of his own rights in the two businesses he then owned, and left the money in the Partnership as an interest-free loan.

Ever since this early plan of partnership was completed, it is interesting to note how the partnership has been growing in size and how far, if at all, it has succeeded in becoming a genuine "industrial democracy".

One early step, long before 1928, was the establishment of committees of communications. These now operate in everyone of the Partnership's 56 branches. These committees meet regularly and every partner is entitled to vote. The elected representative enjoys complete freedom of speech. Apart from these committees, there are branch councils on which management and managed are represented by elected members. These councils discuss the affairs of the branch and put forward to a central council recommendations on matters of interest to the Partnership as a whole.

The central council consists of elected representatives from the branch councils—who make up two-thirds of its size—and those who attend ex-officio or as nominees. Proceedings are aimed to be in line with those of the House of Commons. Each year

The Central Council in session. Here, it is claimed, are no "employers" or "employees" represented; all are true partners in a joint enterprise.

this Council nominates five of the twelve directors of the Central Board, and enjoys some power in that it controls money expended centrally and locally on amenities and leisure-time activities. It may also make recommendations to the Central Board, and these are usually accepted. Thus it shares with the Central Board the responsibility for governing the Partnership. Moreover, the fact that each partner has had a say in its composition gives all a direct interest as well as representation on the Central Board.

One further body should be mentioned. This is the Committee for Claims, set up in 1919 to deal in complete confidence with the cases of partners who are in special need or trouble of any kind, financial or otherwise.

The Partnership's weekly *Gazette* and branch journals also came into existence in the earliest days of its formation. Their main object is to publish anonymous enquiries and criticisms—but trading figures are also fully and frankly discussed.

Profit sharing as such, known as "Partnership benefit", was started in 1920. In this year, for the first time in the six years since the acquisition of *Peter Jones*, that store earned a profit. This was shared among all those engaged in the business, everyone receiving ten weeks' extra pay in addition to ordinary rates. At the same time, great improvements were introduced in the food, residential quarters and working hours and conditions.

How the *John Lewis Partnership* Works :—

1 In 1928 the chairman sold his own rights in the business to his workers and left the money in the Partnership as an interest-free loan.

2 Today some 11,000 workers, the owners of the capital, take a fixed rate of dividend averaging 4½ per cent.

3 In each of the 56 branches are branch councils on which management and managed are represented by elected members.

4 These elect two-thirds of the members of the Central Council which in turn nominates five of the twelve directors of the Central Board. These two bodies share the ultimate responsibility for governing the Partnership.

5 Basic pay rates are supplemented by marriage, children's and dependants' allowances, a generous pension scheme is operated, 24 days' annual holiday is given and the range of welfare amenities is exceptionally wide.

Since the controlling interest in the *John Lewis Partnership* now belongs to those engaged in it, they enjoy profits in three ways. Firstly, in amenities, including generous holidays (24 days annually), sick pay and provision for special individual needs ; secondly, by a pension fund which is non-contributory and which had, up to the end of last year, accumulated more than £1¾m. ; thirdly, in Partnership benefit, distributed in proportion to earnings.

The lighter side of Partnership. The rag regatta held each year at Odney, the Partnership's country club on the Thames, near Maidenhead.

Partnership benefit during the four years to 1938 amounted to an average of 13 per cent of an individual's yearly pay. Now, the pension fund absorbs profits amounting to at least 5 per cent of the payroll and the cost of Partnership benefit is 6 per cent. Some may think that such partnership benefit clearly means lower rates of pay. On the contrary. Rates of pay are slightly higher than in comparable fields and this fact, coupled with the general advantages of working in a partnership, is considered to have helped recruitment at difficult periods —when Partnership benefit was temporarily stopped, and when labour was short. Basic pay rates, incicidentally, are supplemented by marriage, children and dependants' allowances.

Since the Partnership came into being, the business itself, as well as those engaged in it, has benefited. The two original stores in Oxford Street and Sloane Square have grown into a chain of 18 department stores, 33 food shops, 5 small specialist shops, as well as farms, estates, clubs and productive units throughout England. There are also three affiliated shops in South Africa.

In 1950 a second Settlement in Trust was signed, under which control of the Partnership was transferred from the chairman to the *John Lewis Partnership Trust, Ltd.* Thus while, as chairman of the Trust Company and

(*Continued on page* 206)

The High Cost of Face Saving

"British Management Reluctant to Take Risks"

"IT has become a commonplace to argue that the American industrialist is more willing to take risks than the British," stresses the industrial engineering team which went to the U.S.A. in 1953 "to investigate the dynamic and aggressive American approach to improvement of methods of manufacture and to continuous reduction of operating costs." Their report "Industrial Engineering" was published by the British Productivity Council on September 6.

"**This is because he knows that he can make mistakes without losing face. He himself does not consider his decisions unduly risk-taking, though the British industrialist may, because they are determined by an investigation of market possibilities.** What may be peculiar to the United States is the confidence which the business man has in his calculations," the report continued.

The report advocated that monopolies legislation in this country be strengthened to bring about more competitive conditions and recommended that Parliament considered enforcing by law that trade and industrial associations and trade unions should publish (where they do not already do so) any rules or agreements which bind their members. This was essential to attain greater efficiency and reduction of costs.

The team found an "ever-present cost consciousness among all ranks in industry and commerce and the rapid marshalling of cost figures." They were also impressed by "the concerted application of modern managerial techniques by the industrial engineers." These, together with the high degree of competition in American industry, were things which we could well do with in Britain.

Another very real incentive to productivity in the U.S.A. was the attitude of the trade unions which were much more exacting in their wage demands than our own. The report drew attention to a new wage clause which guaranteed over a period of years a wage increase of about 2½ per cent per annum based on the expected increase each year in U.S.A. productivity as a whole. Over here a nation-wide effort was needed to overcome the fear of redundancy which at present often impeded the introduction of new methods.

Scotland Awakes

BETWEEN 1945 and 1953, over 1,000 new factories or extensions to existing factories were built in Scotland. Native enterprise, backed by native capital, was responsible for two-thirds of this development, the remainder being accounted for by firms from England, the United States, Canada and the Continent. American firms have been particularly attracted to Scotland. Among these are four leading office equipment manufacturers, and although the office equipment industry became established in Scotland only after the war, it now employs 8,000 workers, is expanding rapidly, and accounts for 40 per cent of British exports in this industry. . . .

. . . The contribution of Scottish industry to home and particularly to export markets is a notable one, and one reason for their success is their meticulous attention to detail and accuracy. (**Business,** 9/54.)

Selection 'Down Under'

A RECENT survey of 156 Australian firms showed that the methods used in selecting factory employees were many and varied. In times when the demand for labour exceeded the supply, recruitment methods tended to expand to include all kinds of devices—some expensive, such as radio advertisements; some bizarre, such as door-to-door canvassing—and many of them of unknown effectiveness. There was a noticeable return to orthodox methods when the labour supply equalled demand.

The way in which applicants were received tended to vary with the size of the factory. Large plants usually set aside a special room; in small plants "arrangements were more casual." Again, in large factories selections were generally made by specially designated officers, and in smaller ones by production executives and supervisors. The employment interview, often supplemented by application forms, was the principal method of selection. Psychological tests were rarely used but more and more use was made of the medical examination. Short practical tests were sometimes given to applicants who claimed special skills.

It can be concluded that few firms take advantages of the selection techniques available in Australia today. Some consider, of course, that when labour is short they cannot afford to turn down any applicant who appears at all suitable. Even these organisations, however, would undoubtedly profit from a critical examination of their present techniques. (**Personnel Practice Bulletin,** *Commonwealth of Australia Department of Labour and National Service*).

Dermatitis Treatment

CONSULTANTS should give priority of admission to cases of industrial dermatitis, either as in or out-patients: and should make use of all the remedies of the hospital without delay. They should gain the confidence of the workers and reassure them, discouraging any ignorant discussions between workmen and patients. If the patient must be admitted to hospital, occupational therapy should be instituted without delay and the patients kept interested and never bored or apprehensive. The consultant, by his close liaison with the Works' M.O. and personnel manager, should get the patient back to work with the minimum delay, either to his own job with special protection or temporarily to an outdoor job so that the skin may become less sensitive.

It is the author's opinion that, if these measures are conscientiously carried out, 75-80 per cent of sufferers, even after an attack severe enough to cause hospitalisation, should be able to resume their pre-accident employment; 10-15 per cent may need a different type of work; but not more than 5 per cent should be unfit for any or only the most innocuous work. These 5 per cent will be workers who have been employed for many years on the job which has caused the trouble; the condition represents a "wearing-out" of the skin (Ingram) or it may be a presenile condition. (**Rehabilitation,** Summer, 1954.)

Fair Exchange

FOR the benefit of their female operatives, *Batchelors Peas, Ltd.*, and the Leeds firm, *Joseph Watson and Sons, Ltd.*, have organised a programme of exchange visits designed to contribute towards a better understanding between employer and employee. Recently 35 girls employed by *Joseph Watson and Sons, Ltd.*, utilised the last day of their holidays for a visit to *Batchelors'* Sheffield canning factory. The party were shown over the factory by girls specially trained as guides who were able to explain from first-hand experience on the production lines the different processes and operations in canning food.

Expansive Mood

IN view of the happy relations between *Corran Works, Ltd.*, a radio-manufacturing subsidiary of *Pye, Ltd.*, and the local people of Larne, the Northern Ireland Ministry of Commerce has agreed to build a large extension to the Government factory in the town which is expected to provide employment for 500 men and women. The manager of the firm (Mr. J. Gregg) said that one of the reasons why the company had decided to expand at Larne was that they had been delighted with the quality of the local labour.

'H.M.S. Management'

WHEN the new term began recently at the Royal Naval College at Greenwich a new subject, dealing with the background to industry, had been added to the curriculum. Entitled "Industrial Acquaintance", it will embrace industrial organisation, management techniques, the economic position of the country, and the rôle of management in industry. "Industrial Acquaintance" will be part of the two-year advanced engineering course for selected lieutenants of the engineering branch of the service.

Why Coal is Scarce

UNJUST and ill-informed criticism of the coal industry was strongly attacked by the chairman of the National Coal Board (Sir Hubert Houldsworth) when he opened the board's summer school at Oxford last month. "It is natural", he said, "that there should be criticisms when the pits are not satisfying the demand for coal and foreign coal is having to be imported. Ignore unjust and ill-informed criticism; pay regard to fair and constructive criticism."

The industry today was by no means the same as in 1913 or even in 1937. In 1913 output per man-shift was a little under 20 cwt. There were then 1,080,000 men employed on a six-day week, with a few holiday periods, and there was little or no mechanisation. So far in 1954 output per man-shift was at the record level of 24½ cwt. We had now only 708,400 men, the Saturday shift was now voluntary, and there were now two full weeks' holiday with pay per year, in addition to six statutory holidays.

Coalmining, Sir Hubert continued, was a man's job, and the country was fortunate that it had the services of workmen and technicians in this work possessing both skill and guts. He deplored the fact that they got too many kicks and quite insufficient credit for what they did.

New Savings Drive

IN a drive to obtain 2,000,000 more savers during the winter months, the National Savings Committee is enlisting the support of employers, personnel managers, welfare officers and trade union officials. This part of the campaign aims to increase by 500,000 the existing 8,000,000 membership of savings groups and clubs. The Duke of Edinburgh will launch the campaign on October 26th.

Potteries Hit By Higher Wages Magnet

INDUSTRIES in the North Staffordshire Potteries are experiencing a severe handicap in their drive for increased productivity, in the form of a dwindling labour force. Manufacturers are gravely concerned at the number of their employees leaving to join civil engineering and building contractors newly established in the area. They allege (reports the *Birmingham Post*) that these contractors are enticing labour away from local firms by the abnormally high rates of pay they offer, which, it is stated, are well above these negotiated between the local employers and the trade unions. Complaints have been made to the Midland Council of the National Union of Manufacturers, and the Midland area office of the union is obtaining evidence so that a report can be made to union headquarters. The union is to take the matter up with the Ministry of Labour and National Service, and the Greater Birmingham Employment Committee.

From The House Magazines . . .

For Services Rendered

Earlier in the year the directors announced that they had considered for some time past how best to show appreciation of very long service rendered to the company by certain members of the staff —and that they had decided to grant an extra week's holiday each year to every employee who completed thirty-five years' service. This recognition of long service will be very acceptable to those of us who are now, or are likely to be, entitled to the new award—many of whom could not look forward to qualifying for the honour accorded to fifty years' service. (**Mac Matters,** 8/54.)

Shares for All

For many years past we have operated a training scheme which is being constantly reviewed and improved ; virtually all our senior staff having been trained within the company. We are pleased that many of those in responsible positions have an interest in our company as holders of all classes of our shares. It is our intention to encourage this interest by continuing to make available further Employee Shares to those who are rendering good service to the company. (**Team Spirit,** 9/54.)

Worker's Paradise

"Why can't you go AWAY for your holiday instead of sitting there gloating?"
(By courtesy of *L. P. Butterfield, Ltd.*, Shipley.

'Fork-lift' Tailboard

The past 20 years have seen a revolution in materials handling methods, bringing about a tremendous improvement in production, together with a saving in labour and cost. Using the same principles as the fork-lift truck, the larger vans of the Electrolux fleet now incorporate a device which allows the tail-board to be raised and lowered under power from the engine.
(**Electrolux News,** Summer, 1954.)

A Guinness Trust

Nearly sixty years ago the company made it its aim that every man after a full period of service should have in his retirement a living income for the rest of his life. The new Trust Fund has been created for the greater security of present and future pensioners of the company and the effect of its creation is that a substantial portion of all pensions is now independent of future profits. It is the intention of the Board that within the next five years the Fund will be sufficient to secure, together with the State Pension, a pension to every man of one-sixtieth of his average salary or wage for each year served with the company. The balance which is required to pay his full pension under the scheme, which is one-sixtieth of his salary or wage *at the date of retirement* for each year of service, will depend, as the pension has in the past, on future profits. (**Guinness Time,** Summer/54.)

TOWARDS THE PEAK OF SAFETY

The little mountaineer (who can just be seen above) marks the progress being made at the Huddersfield works of the **I.C.I.** Dyestuffs Division towards accident-free working.

A circuit, part of the British grid system, has been earthed and a flag is hung on the side of the tower on which it is now safe to work. Our front cover shows an engineer working on a 2,100 kV., 12-stage **Ferranti** impulse generator.

How to Use Electric Power Safely

By **HENRY ALLEN**

Personnel Manager,
British Division, Yale and Towne Manufacturing Co.

Complex and intricate regulations govern the use of electric power in the factory, but accidents from this source are still quite numerous. And while employees carry some responsibility, it is management's duty to ensure that workmen are competent to work with electrical plant. Here, the author discusses the main regulations in this field and sums up with some recommendations of his own.

FEW statutory regulations are of greater importance in the factory than those governing the use of electricity, and few are more complex or intricate. They have a long history, beginning in 1901 when they first became law under Section 79 of the Factories Act, with many later additions and amendments, and the factory manager and his safety officer must know his way about them.

Accidents caused by electricity in factories are still lamentably numerous. It is therefore essential to look closely at certain clauses in the regulations to be sure both of managerial responsibility and employee contribution. The duties clause, for instance, says "it shall be the duty of the occupier to comply with the regulations" but it goes on to say "it shall be the duty of all agents, workmen and persons employed to conduct their work in accordance with these regulations". That means that the employee carries some responsibility.

Secondly it is worthwhile to note the definitions used in the regulations. "Authorised person" for instance. The authorised person means (*a*) the occupier or (*b*) a contractor for the time being under contract with the occupier, or (*c*) a person employed, appointed or selected by the occupier or by a contractor to carry out duties incidental to the generation, transformation, distribution or use of electrical energy. The occupier carries the responsibility to see that his workmen are competent to do the job.

In tracking down the causes of accidents, it is wise to look closely at certain of the regulations. Regulation 2, for instance, says that all conductors shall either be covered with insulating material and further efficiently protected where necessary, to prevent danger, or they shall be so placed as to prevent danger, so far as is practicable. If bare conductors are used, therefore, they must be in such a position that they are safe. In the case of insulated conductors, the protection requires to be related to the conditions of use of the conductors.

In the heavy industries, heavy gauge screwed steel conduit is the best method of protecting insulated conductors; a possible alternative is metal sheathed armoured cable, which is more suitable for high tension and extra high tension cables than conduit. A point worth stressing is that the metal sheathing of conductors is commonly used as an earth connection for all the electrical apparatus of the installation and therefore regulation 6 applies. This says that joints in earth conductors must be electrically and mechanically sound in the same way as joints in conductors that normally carry current.

Crane trolleys cause many accidents. Screens are essential to protect operators from coming in contact with trolley wires. Stacking of materials under crane trolley wires is to be avoided. Men stand on the stack and come in contact with the cross transverse wire and an accident ensues. Overhead wires in a factory should be kept clear of roofs because workmen will require access to roofs from time to time.

Regulation 12 requires that every electrical motor shall be controlled by an efficient switch for starting and stopping, so placed as to be easily worked. There is an important point

here, covering the case of a machine in one room, and its starting equipment in another. There must be means of stopping the motor in the room where the machine is. This can be done by remote mechanical control of the starter gear by wires, rods, etc., but is more often done by electrical means such as a button switch which operates either by making circuit or breaking circuit, the latter being the better way since any failure in the circuit fails in safety. A system for making circuit may fail in an emergency owing to oxidised or dirty contacts.

Switchboard regulations are worthy of considerable respect in view of their bearing on accident prevention. Regulation 14 lays down that the course of every conductor must be readily traceable, and that conductors not arranged for connection to the same system must be kept apart, while all bar conductors must be so placed as to prevent danger from accidental short circuit. There is normally little danger with main conductors, since it is easy to see the course of large copper strips. But the regulation applies to all voltages so that small wiring is subject to it. It is therefore advisable to label all small wiring in such a way as to avoid mistakes. Thimbles or rubber sleeves with identifying numbers make excellent methods of marking.

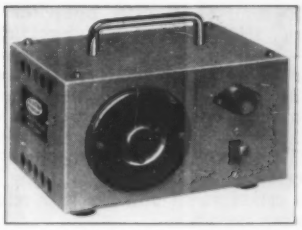
Accidental short circuit on a switchboard is a serious business and the burns from it may be very serious. Shock is often the lesser danger. The type of incident this part of the regulation has in mind is the possibility of a metallic object being dropped across a set of live bars. A fillet of insulating material between them will prevent a falling spanner from touching two or more bars simultaneously. Another point to consider is the condition where it may be necessary to bring conductors of different voltages close together. If the conductors are very close, a fillet of insulating material will increase the creepage distance and decrease the chance of flashover.

Regulation 15 refers to fencing and the implications of good fencing are highly important. It is not enough merely to put a handrail round an open type switchboard. If anyone carrying a metal bar were to make contact with the live conductors either over or under the rail, the occupier would have little defence under the Factories Act. Only one method works and that is to put in a separate room switchboards having live conductors so exposed that they can be touched.

Safe Floors

Another very important regulation is number 17, which says that "at the working platform of every switchboard, if there be any bare conductors exposed, there shall be a clear passage of ample width and height with a firm and even floor". There are very few boards where the conductors are not alive at some time when the doors are open. A "firm and even floor" means a floor not obstructed by cables, while there must be no oil switch operating mechanisms running along. If cables must run along the floor there must be a false floor on top of them, firm and even.

Regulation 17 also demands "adequate means of access from



A new safety device by **Electric Methods Ltd.** of Stevenage for testing the earth conductor efficiency of portable electric tools. (See this journal, September issue, *page 143.*)

danger". In legal terms, access also involves egress. One must be able to get out as well as get in. If it is of any length, the passageway should have an exit at both ends. For any switchboard above three or four panels, there should be two exits and, if the doors are kept shut, the locks should be of the type that can easily be opened from inside.

Regulation 22 covers the accidental electrical charging of a conductor or apparatus. The only way to make sure that high tension equipment is not accidentally made live is to lock off the switch. When an operator works on an overhead line the switches at both ends should be locked off. Many isolating switches are pole-operated, and cannot actually be locked themselves, but the compartment containing them can be locked up after they have been opened. A further precaution is to earth all equipment on which work is being done, but earthing is not a complete safeguard.

The provision of an insulating stand is ordered in Regulation 23. The stand must be adequate so that there is no risk of the operator standing with one foot on it and the other off. Rubber or wood serves, but care must be taken that no dirt collects in holes or joints, forming a conducting path to the ground beneath. If wooden gratings are used, care must be taken that the ends do not cause people to trip and all edges should be tapered off.

Electrical equipment placed outside will obviously need to be better protected than inside and should be enclosed in a metal and weatherproof case, which must be effectively earthed. The same applies to wet conditions indoors. It is unwise to rely on insulating material for protection from shock under these conditions as the

(*Continued on page* 194)

6 Electrical Safety Points

1 Check all electrical portable tools to see that the earth connections are safe.

2 Make sure that all large machines are fitted with emergency stop switches which are easy of access.

3 Make a daily check on all lifts and cranes to see that the limit cut-out switch is working.

4 Insist that every electrical defect is reported, and make it a rule that all repairs are carried out by a qualified electrician.

5 Also make it a rule that fuses be extracted from a circuit before work begins.

6 Warn workers never to take any chances, especially in the vicinity of live conductors.

How Rating Forms Can Help in Assessing Staff

By CHRISTINA HYDE

Graphic rating forms, like any others, may be symptomatic of the age we live in but experience has shown that they do serve a useful purpose when it comes to selecting staff for promotion. Here, the writer discusses two types of rating form in current use by a large firm which have had good results. Emphasis is laid on the different approach needed when assessing skilled workers and technicians.

RATING a man both for job selection and for upgrading is now an approved technique in personnel work, but the technique is still highly experimental. Observation of what is being tried out with what degree of success is therefore of importance to the factory and personnel manager seeking how best to establish an effective and reliable rating method.

In the developed rating methods, detail increases with the rank of the worker undergoing assessment. The same detail does not adequately apply to office worker and shop floor manual worker. That is basic point one. Basic point two is that the framework of the assessment, its language and general texture must be simple, realistic and mean the same thing to all those called upon to operate with it. We all know how fatally easy it is to compose the high-falutin' questionnaire and form, intimidatingly efficient—and basically useless.

It has to be borne in mind that, where upgrading is at stake, or where there is a desired judgment on, say, an apprentice, the first persons to state their assessment will most likely be foremen or shop supervisors. With them and for them, there must be no over-literary language ; there must be direct and generally accepted terminology so that the connotation of the terms and phrases is as exact as it can be in the linguistic sense. There must be a reasonable certainty that everybody understands the same thing after reading the words and that interpretation of instructions and leads is synchronised. There must also be enough vitality about the language used to obviate any mechanical, indifferent filling in of the data—an ever-present menace with any kind of form filling.

The illustrations show types of graphic rating forms that are in successful operation at one large firm. They exemplify two rating schemes for two different grades of personnel. For shop rank and file, simplicity is the essential quality of the rating form. Note the classification into direct and indirect worker—an important classification and one that the factory manager does well to enquire more closely into. It would astonish some of the less discerning managements to realise the proportion, often top heavy, of their indirect workers to the direct, the latter being the production spearhead.

In this rating of shop rank and file there is no attempt at detail or analytic review. Words like "poor", "fair", "good", "excellent", demand and give a simple but clear estimate. Bases for subject judgment, such as attendance, health, mean clearly the same thing to all. The realistic and factual are touched on in such points as "Care of tools", "Safety" and the clear query, "Is he capable of promotion ? How ?", makes no mystery of the information required.

The deliberate simplicity of the rating form may have disadvantages but it gives a reasonable certainty that if all foremen rating an operator answer in a closely similar way to these direct queries there will be a fair consensus of opinion and a soundly based final estimate can be arrived at. Not much is demanded of the assessor on this rating sheet, but to demand too much of foremen and

Graphic Rating with weights on the sheet showing which are considered Important traits.

FOR SHOP RANK AND FILE

NAME..... *JOB*..... { *Direct* / *Indirect*

What other work can he do ?

(In the spaces below place check mark O V E R the proper word. The FARTHER the check is to the right, the higher it scores.)

QUALITY OF WORK	20.	*Poor.*	*Fair.*	*Good.*	*Excellent.*
QUANTITY OF WORK	20.	*Low.*	*Average.*		*Above average.*
ATTENDANCE	20.	*Often absent.*	*Sometimes.*	*Seldom.*	*Never.*
HEALTH	10.	*Poor.*	*Fair.*	*Good.*	*Excellent.*
INITIATIVE	10.	*Lacking.*	*Has some.*		*Has initiative.*
CARE OF TOOLS AND MATERIALS	5.	*Careless.*	*Neutral.*		*Very careful.*
RELIABILITY	5.	*Unreliable.*	*Fair.*		*High.*
SOCIAL ATTITUDE	5.	*Disagreeable.*	*Neutral.*		*Pleasant.*
SAFETY	5.	*Careless.*	*Sometimes hurt.*		*Very careful.*

Is he/she capable of promotion ? *How ?*

REMARKS

.....
Foreman.

shop floor supervisors may mean to risk misunderstanding or at best encourage ill-founded statements, arising either through genuine misapprehension or through inability to express and interpret an over-subtle point.

In the second form, that used for skilled workers and technicians, there is a similar elaboration and wider scope for detailed estimate. There is a definite invitation to the assessor to make recommendations. There is more facility for making a summing-up, as well as the opportunity to interpret the data as enumerated by the answers to the questions. There is more of a subjective element in the form. Graphic rating is there still, as the basic framework, but there is also a superstructure of critical conclusion.

Office Workers

For clerical workers the assessment can be more detailed and elaborate, searching into greater depths. Here, a rating would also be wordy in appearance and would demand more of the assessor in the way of analysis. There is also, of course, a difference in the qualities under assessment. Qualities such as accuracy and speed come into the picture. There is a considerable expansion of the point about promotion potentialities ; the required estimate is broken down into a sort of sliding scale.

It remains for the collator of evidence, the analyst of the ratings, the personnel manager or whoever has that duty, to sift the findings on an individual as they come in from various sources. Under the actual working of the scheme, remarkably little divergence of estimate has been found and where it occurs there is a clear reason, as for instance when there is a note marking down someone as showing little interest.

Analysing the ratings and making use of them is a task that needs care, skill and experience. But a consensus of opinion about an individual from others who have worked closely with him is valuable and, where promotion prospects are concerned, highly informative. A rapid "inspirational" estimate may be all very well but it would seem to have less validity than a reiterative evaluation from different people with a good knowledge of the person under review. Rating is an important business and it should be done as exactly as is humanly possible ; and where an intelligent rating system is in operation, there is less scope for human fallibility.

Graphic Rating with qualities above the average sometimes at the left end of the line, and other times at the right, so that the rater cannot automatically check one end of the lines, but must consider each quality separately.

FOR TOP TRADESMEN, TECHNICAL MEN, AND OTHER SKILLED WORKERS NOT CHARGED WITH SUPERVISION

Person being Rated: NAME ..... *JOB* ..... *FACTORY* .....

Name of Person doing Rating ..... *Job of person doing Rating* ..... *Date Rating was made* .....

ABILITY.	*REPORT.*				
I. Consider the case with which this employee is able to learn new methods and to follow directions given him.	*Very Superior.*	*Learns with ease.*	*Ordinary.*	*Slow to learn.*	*Dull.*
II. Consider the amount of work accomplished and the promptness with which the work is accomplished.	*Unsatisfactory output.*	*Limited output.*	*Only average.*	*Satisfactory output.*	*Unusually High output.*
III. Consider the neatness and accuracy of his work and his ability constantly to turn out work that is up to standard.	*Makes many errors.*	*Careless.*	*Mediocre.*	*Good quality.*	*Highest quality.*
IV. Consider his energy and application to the duties of his job day in and day out.	*Very energetic.*	*Industrious.*	*Spasmodical or Indifferent.*	*Needs Constant Urging.*	*Lazy.*
V. Consider his success in going ahead with a job without being told every detail: his ability to make practical suggestions for doing things in new and better ways.	*Very original.*	*Resourceful.*	*Occasionally suggests.*	*Routine worker.*	*Needs Constant Supervision.*
VI. Consider his attitude o helpfulness to others, his inclination to co-operate in manner as well as in act with associates and superiors.	*Obstructionist.*	*Difficult to handle.*	*Not helpful.*	*Co-operative.*	*Highly Co-operative.*
VII. Consider his present knowledge of his work and of other work related to it.	*Complete.*	*Well informed.*	*Moderate.*	*Meagre.*	*Lacking.*

SUPPLEMENTARY INFORMATION ABOUT PERSON BEING RATED.

1. *This person should be considered for promotion at the first opportunity. Reasons and suggested line of promotion:*

2. *He should be transferred to other work. Reasons and suggested line of work:*

3. *He is ambitious to progress and should be advised how best to qualify himself for advancement.*
   Remarks .....

4. *Additional information on this employee* .....

This rating form for skilled workers and technicians, says the writer, provides wide scope for detailed estimate. It is, in fact, an invitation to make recommendations —and each of the questions evokes, to some extent, a subjective response.

When Modern Ideas Come Up Against Old Suspicions

Some workers still believe that all supervisors are rogues or self-seekers, and here *Discussion Leader* tells the story of how the progressive ideas of one foreman led to baseless suspicion and mistrust. Readers are invited to send in their solutions to this particular case. As usual, a guinea will be paid for each letter published.

AN assistant superintendent of a department in a modern factory (who prefers to remain anonymous) has written for advice about one of the problems he has encountered while trying to be democratic.

"In our factory," he writes, "we have a suggestion scheme. Suggestions are written out by employees and put in a box. Each week the suggestions are collected and once a month a suggestions committee examines the various contributions. In accordance with their usual practice, the committee sent me a suggestion about a month ago, made by a worker in my own department, asking for my comments. The idea was for a different kind of jig, for one of the assembly processes. I looked at his drawings and immediately perceived a snag which rendered the idea useless. I wrote pointing this out to the suggestion committee and, after they had investigated it on the spot, the suggestion was turned down. Yesterday I had an unpleasant scene with the man concerned. He accused me of sabotaging his idea, because, as he put it, I was afraid to give credit where it was due to members of my own department ; I would not allow his idea to go through in case the management thought I was not doing my job properly, and a lot more stuff like that. I tried to point out the snags to him, but he would not listen. He just walked away from me. What can I do to put this matter right ? It seems to me that it is easy enough to encourage subordinates to make suggestions if they are good ones, but does not the turning down of bad ones lead to worse, not better, human relationships ? Please answer this letter yourself in your next issue, if possible—other people can give their views later."

Here we have a supervisor with modern and progressive ideas running up against a snag, which any manager using these more modern methods is bound to meet, not once, but many times. His actions are being interpreted in the light of deep-rooted attitudes, bred in the autocratic industrial atmosphere of the past. The attitudes we hold make us modify, select and interpret new experiences. This worker has obviously an attitude of distrust for all supervisors. Possibly other supervisors he has known, or whom he has heard about, have not encouraged their subordinates to show initiative. He has a ready-made supervisory stereotype in his mind.

Starting from the premise that all supervisors are rogues or self seekers, the actions of this supervisor are interpreted to fit neatly into the picture. The other possible explanation —that his idea is really no use—is permitted no entry. It is very difficult to change attitudes of this kind. A course of action this supervisor might take with some success suggests itself to my mind. He should, I think, begin by going ahead and making the gadget. When the man actually tries to work with his own fixture he will be forced to recognise that the second explanation of the supervisor's actions is the right one. This will not at first or by itself improve relationships, because no one likes to be proved in the wrong. It will, however, communicate a further message to this man. Without using any words, but by his actions, the supervisor is saying to the man: "I respect your feelings of distrust and suspicion, I am doing what I can to show you that in my case they are groundless. I am going to the trouble to have this jig made up, although as you know I don't think it will work, to show you that I welcome suggestions from members of my staff."

The try-out of the jig should take place in private. The supervisor should arrange his other work so that he has at least an hour to spare and he should use this time immediately following the man's realisation of failure to have a long talk with him. A non-critical and friendly approach should help him to blow off steam and with it some of his resentment. Towards the end of the interview a more co-operative relationship may establish itself. The man's confidence could be completely won if this supervisor could himself suggest to him some modification of the original design, so that the jig could be made to work.

This supervisor may say, and some of us may agree with him, that he has no time to spare for this comparatively small problem. This is often a problem outside the super-

Have You A Talent For Writing ?

IN view of the encouraging response to Discussion Leader's *articles, we now invite readers to send in their own accounts of how they tackled a particular problem which arose in the course of their jobs. Such stories should range from* 1,000 *to* 1,500 *words in length and cover any aspect of human relations in the factory, shop or office. Manuscripts should preferably be typewritten and, where possible, a photograph of the writer included. Where requested, however, the name and position of the writer will be treated in the strictest confidence. Payment will be at our normal rate for contributors and stories printed strictly on merit and interest. In this way you can find an outlet for any talent you may have for writing, and at the same time provide something of interest and importance for others in your field. Your letters to* Discussion Leader *are still, of course, most welcome.*

visor's control and one which top management policy will have to settle. Some chief executives are already leading the way. In one firm, for example, the superintendents of departments are told to give the greater part of their time to dealing with the human problems which arise. The technical side of the work is handled by a special person called the technical assistant. The solution of human problems does take time—and infinite patience. These deep-rooted attitudes of worker suspicion can only be removed by the manager taking the initiative which we have seen his rôle of leader demands. In other words, the leader has to take positive steps to win the confidence and loyalty of his staff. These feelings do not, like Topsy, "just grow". In modern industry, in fact, the reverse is true. As we discussed in an earlier article, people have to be taught to be democratic.

A RECIPE FOR LEADERSHIP

O.C.T.U.s for Industry?

Major S. E. Fairclough, now a welfare officer and formerly Battery Commander and O.C.T.U. instructor Royal Artillery, has these points on leadership very much to the forefront of his mind, as his letter to me shows. He says:—

"A good leader must be prepared to give decisions without being an autocrat or a dictator; circumstances will dictate the speed of his decisions but they should never be shelved.

"He must be big enough to accept the advice of his subordinates and make them feel responsible people who run their own jobs under his guidance.

"He should not introduce new policies into departments without knowing what is likely to be the reaction. So often there may be snags which could have been avoided by previously sounding those who will have to administer the new policy.

"He must have sufficient technical knowledge of his job to be able to weigh up the pros and cons, but must not try to do the detail work of his subordinates.

"In these days of modern education he must be prepared to explain to all the policy of his organisation or unit.

"The days when the saying 'Ours to do or die and not to reason why' are gone.

"This applies equally well to Industry or Service."

Do you agree with the course of action I have suggested to the supervisor? I feel I must quote a footnote to Major Fairclough's letter. He says "I think sometimes that Industry could do with its O.C.T.U.s". What do you think?

DISCUSSION LEADER

Raising Foremanship Standards—8

The Five Essentials of Supervisor Training

By THE EDITOR

In this second article on the M.o.L. Report on Supervisor Training we examine the Committee's ideas on how foremen should be trained. They were aware that there was no ideal course for all supervisors but they put forward a blueprint of five topics which ought to be included in any training programme. They also stress the need for a practical approach and for higher management to take a real interest in all aspects of training.

PART II of the Report contains the Committee's views on the scope, methods and time which should be devoted to the training of the supervisor, on whether present training provisions are adequate and whether any means can be devised by which an objective evaluation of such training can be made. The whole comes under the general title "Comment" and begins by re-emphasising that the supervisor is or should be a member of the management team. Further, "the status and authority of the foreman must be such as to encourage men to seek promotion to supervisory rank".

Implicit in this section is the impression that the Committee were not at all satisfied with the existing training set-up. They are conscious of dealing with something in "its comparative infancy", of the fact that there was no ideal course for all supervisors, but even so they felt that British industry did not fully appreciate the importance of supervisor training. There was apathy to be found at supervisor level and among higher management, sometimes even hostility as among older supervisors who objected against anything which savoured of "going back to school". Of these, they felt the main source of frustration to be apathy of higher management:—

"It is of the utmost importance that intermediate and senior management should take a detailed interest in the content and organisation of any training courses which their foremen attend, and should if possible take an active part in them."

At the same time, the Committee were conscious of the very real efforts that have been made by many firms and by outside bodies. Thus there was no question of working completely in the dark. Indeed, in the light of experience gained, the Committee agreed with the view that "there are certain basic principles of supervision, common to all industries, that can be taught". It was up to senior management to ensure that the following five general needs were examined:—

Committee member, A. P. Warne, who represented the Association of Supervisors' Discussion Groups.

(1) Technical or Job Knowledge.
(2) Company organisation, policy and practice.
(3) Background and general knowledge.
(4) Handling and instruction of subordinates and team leadership.
(5) Methods, Improvements and Work Study.

Number (1) would apply chiefly

5 General Training Needs

1 *Technical or job knowledge supported by instruction in new technical developments.*

2 *Instruction in company organisation, policy and practice, i.e., in methods of cost control, material supply, maintenance and the like.*

3 *Background and general knowledge courses to help the foreman view his job from a wider angle.*

4 *Methods improvement and work study instruction, and*

5 *Most important of all, instruction in the handling of subordinates and in team leadership, i.e., in the "art of supervision".*

where a supervisor had been chosen for his qualities of leadership rather than for technical ability, but the technical man must also keep abreast of developments in his field.

Under (2) the foreman should be instructed, among other things, in methods of cost control, material supply, machine maintenance and so on, *and he must also be thoroughly informed about the wage payments system, in fact on all matters which affect personnel.*

Background and general knowledge (3) was useful in helping the foreman to look at his job "from a wider angle" and the Report mentions how lectures by outside bodies on such subjects as costing and company finance, industrial law, trade union organisation, etc., had been found useful by many firms. Some background knowledge of safety, health and welfare measures required by the law would also be most useful.

What the Committee had to say on (4) is most interesting. **Quite rightly they regard "the art of supervision" as the most important aspect of the whole question of training, and they are also quite right in stressing that formal courses to this end can only supply part of the answer.** A formal course, it is obvious, can smooth out rough edges and teach how to avoid basic errors in dealing with human beings, but it cannot implant an intuitional understanding, the broad human touch so necessary to good leadership, where none exists. "The acquisition by the foreman of the qualities and skills of leadership is influenced by his whole experience in the firm. . . . Managers have a responsibility for seeing that their supervisors acquire the necessary experience."

The main object of (5), the Committee thought, should be "to develop an attitude of mind which will make him (the foreman) continually aware of the contribution he can make to improving the working methods of his department". And here again senior management could, and should, do much to encourage this attitude.

On the discussion of training methods, the Committee stressed that the foreman's approach is primarily a practical one and reiterated the importance of "on the job" instruction, whether or not formal training courses were also being run. They were also of the opinion that outside conferences and courses were valuable, particularly as a means of exchanging ideas and experiences. Even so, they found that only a small proportion of supervisors were yet receiving any training outside their firms and that all the places available on outside courses were not being taken up—particularly on the residential course and the longer type of course leading to a certificate.

Because of this practical approach, for many aspects of training the use of film-strips and case-study techniques was more effective than lectures. These could also be varied with rôle-playing or by scripted acting of industrial situations. And the best results would be obtained, the Committee thought, where time was regularly devoted to some form of systematic training. Short courses would have little effect unless there was the chance to follow up what had been learned. Otherwise, there would be no integration of training with the whole administration of the firm. In this connection, the Committee mentioned one firm which each year devotes two weeks of each supervisor's time to some form of organised training.

It was also felt that there were many advantages in training the supervisor before he is actually appointed, one of these being that it helped the firm concerned to choose the right man for promotion. At this stage, instruction could be more formal and extensive as the potential supervisor was likely to be younger and more able to absorb knowledge. The numbers so trained should of course be in proportion to the vacancies available.

The Committee, however, were not able to reach a definite decision on the type of outside course needed generally, though they did mention the courses which have been organised

(*Continued on page* 194)

"The foreman", says the Report, "should be kept informed on both administrative and personnel changes . . . if, in fact, he is not consulted about such changes."

T.U.C. Endorse Wage Restraint Policy

ALTHOUGH political issues, notably the question of German rearmament, evoked what passionate oratory there was at the 86th Trades Union Congress held at Brighton from September 6th to 10th, there was the usual solid wedge of resolutions on social and industrial welfare topics. Some 940 delegates, representing 8,094,000 trade unionists in affiliated bodies, attended.

The Congress, whose agenda is always an excellent yardstick for gauging the hopes and fears of workpeople in general, this year considered such matters as wage restraint, social insurance benefits, the payment of injury benefit as from the first day of injury, the discretionary right of workers to retire at 65, and unemployment benefit for men out of work because of trade disputes in which they are not involved. With these and various suggested amendments to the Factories Acts, the General Council has to deal in the ensuing months.

In the industrial field one of the most important resolutions was introduced by the Association of Supervisory Staffs, Executives and Technicians, and deplored "the growing chaotic wage structure and the lack of incentive to skilled workers, which cannot do other than retard the efforts to secure greater productivity". It called upon the General Council to prepare and submit to Congress a policy that would provide rising standards for all workers and incentives for skill and responsibility. For the General Council, Mr. W. L. Heywood said that this motion was an attack upon the rights and autonomy of individual unions, and a move to change the relation between wages of groups within individual industries. This was a matter for individual unions. No decision was reached on this resolution.

A decision was reached, however, on another resolution on wages, that moved by Mr. W. Stevens, E.T.U. general secretary, demanding an end to wage restraint. This was opposed by Mr. J. Cooper, president of the General and Municipal Workers' Union, who stated that Congress was being asked to give a blank cheque to all possible kinds of efforts that might be put forward to pursue wage claims. The resolution was defeated on a card vote by 4,564,000 votes to 3,002,000 votes.

The Pension Emergent

ACCORDING to the recent estimate of a research group of the Institute of Actuaries and the Faculty of Actuaries, about one-third of the male and one-fifth of the female labour force are now covered by pension schemes. Where such schemes are not in force many companies are faced with the problem of fulfilling what they feel to be strong obligations to retiring employees with records of long and faithful service. The whole question of pensions is discussed in a recent pamphlet—*Providing for Pensions* (issued by Political and Economic Planning). This publication comments that common fears about future economic problems arising from a growing army of old people seem to ignore the fact that although the number of people in active age-groups has barely increased since pre-war years, numbers in civil employment have increased by more than 2,000,000. It suggests that the increase in the number of old people when considered in relation to other population changes, is unlikely to impose a severe strain on the nation's economy—at least in the foreseeable future. The mounting cost to the Exchequer of an increasing number of pensioners has yet to be fully analysed and understood in relation to all population trends. **(Personnel Management,** 9/54.)

Where Age Scores—

A NEW department for men over 65 has been set up by *J. Blakeborough and Sons, Ltd.*, valve manufacturers, of Brighouse, Yorks. The object of the scheme is to cater for the older worker without retarding the progress of the younger men. Over one hundred men are employed in the special department, most of them having more than 40 years' service with the company to their credit. The personnel manager (Mr. J. Greenwood) states that he has not found the need for foremen since the men are such good workers, and no check is kept on time-keeping. If one of the men wishes to come in late, or to take a day off, the management raise no objection, but this rarely happens for, as Mr. Greenwood points out, these men are usually better timekeepers than some younger workers.

—And Where It Loses

"THE Working Fitness Of Older Men" is the title of the second of a series of reports by F. Le Gros Clark, M.A., on men over sixty in the building industry, being published by the Nuffield Foundation. This report makes a wide survey of some 300 men most of them between 60 and 66 who were still working, or trying to find work, in their accustomed jobs.

It was found that most of the men still actively on the job after the mid-sixties were those with unusually sound constitutions; a smaller number were workers struggling against increasing odds to remain at work for domestic or financial reasons. But only 6 out of the 97 of pensionable age gave any impression that they intended to retire.

Between the fit and the really unfit lay a body of men whom the author describes as "approaching a real industrial senescence". That was, men who were by no means senile, but getting beyond the power to carry out the usual range of their jobs. In this group were 20 per cent of the craftsmen and 30 per cent of the labourers.

APPOINTMENTS

MR. G. S. GRUNWELL, personnel officer at the Doncaster works of *Crompton Parkinson, Ltd.*, for the past three-and-a-half years, has been appointed to the headquarters staff of the chief personnel officer, **MR. J. R. TOYNE.** In his new appointment Mr. Grunwell will be concerned with the education and training of the various grades of works personnel. He is succeeded at Doncaster by **MR. W. GOSNAY,** personnel officer at the company's Derby works for the past four-and-a-half years. Mr. Gosnay was previously personnel superintendent with the *Blackburn and General Aircraft Co. Ltd.*, at Brough (Yorks.). Other appointments in the firm include **MR. R. J. YOUNG,** who has been appointed personnel Officer at Derby in succession to Mr. Gosnay, and a newcomer to the company, **MR. S. D. SMITH,** who has been appointed personnel officer at the Newport works.

MR. B. HAZELL, a district organiser of the National Union of Agricultural Workers, has been appointed chairman of the East and West Ridings Regional Board for Industry, in succession to **MR. G. H. BAGNALL,** who has resigned after nine years' service. Mr. Hazell has been a member of the Regional Board for the past six years.

MR. A. WALSH, secretary of the North-Western Division of the National Coal Board, has been appointed director general of labour relations at headquarters, in succession to **MR. I. WILLIAMS** who has retired.

The Popular Canteen

THERE are 182 industrial canteens in Liverpool, states the annual report of the Liverpool medical officer of health (Prof. Andrew Semple), and the number of firms finding it advantageous to supply cooked meals to workers at their place of work and at reasonable prices is steadily increasing. Many firms are paying increasing attention to the planning and construction of canteen kitchens, so as to allow for easy operation and working which, as a rule, results in a good standard of hygiene being maintained. Industrial managements and architects frequently consult the health department in respect of matters relating to planning details and equipment in canteens.

Hush-hush Experiment

H. and A. SCOTT LTD., Tayfield Works, Dundee, are conducting an experiment to reduce the noise in their works. They have found that little can be done to reduce the intensity of mechanical noise created by the looms but considerable improvement can be achieved by eliminating reflection of sound waves from the walls and roof

(*Continued on page* 204)

Our Community's Health

OPINION on the correct treatment of the sick is to-day divided mainly between two opposing and apparently irreconcilable schools of thought—the "orthodox" medical outlook, which is content with the removal or suppression of symptoms as and when they arise, and that which insists on the adjustment of root causes, however difficult they may be to locate and tackle.

Dissatisfaction with the rigidity of orthodox treatment has been growing for some time, and it is not confined to professional circles. The National Health Services Act of 1946 did much to consolidate previous advances in the welfare services, and its expressed aim was the achievement of full health, yet in practice it provided little more than a sickness service. Prevention has received scanty consideration.

"Happily there are some signs of a change of outlook", writes Sir John Stopford, Vice-Chancellor of Manchester University, in his introduction to Professor C. F. Brockington's comprehensive survey of the history and accomplishments of preventive medicine *The Health of the Community* (Churchill, 32s.). The author explains that his material has been collected during many years' service as Medical Officer of Health in various parts of the country. His own experiences and his wide knowledge of the historical background are not lacking in the skilled editing and agreeable literary presentation they deserve, as he is also a barrister and an M.A., while as Professor of Social and Preventive Medicine at Manchester University he has been able to study the impact of the Industrial Revolution where the strains it created were most severe.

To appreciate the services rendered to the community by the M.O.H., it is necessary to study contemporary accounts of the evils of industrialisation in the manufacturing towns during the second half of the eighteenth century and the first half of the nineteenth. The reports of the Chadwick Commission and the agitations of social pioneers like Dr. Farr, whose eloquence was worthy of the realities he saw behind the statistics he handled, resulted in the belated appointment of the first M.O.H. in 1848. Dr. Duncan was a Liverpool practitioner. "He liked little that he saw in his daily round", relates Professor Brockington. In the worst parts of the town people lived at the almost incredible density of 750,000 per square mile. Plague carried off thousands, and the graves in the cemeteries had to be emptied of their contents to make way for fresh arrivals.

For a hundred years the Medical Officer has been faced with the obligation to produce results, and of necessity he has been concerned with the environmental factors which his more orthodox brethren, in their preoccupation with individual "cures", seemed determined to overlook. Since the grim, smoke-laden early days, when Medical Officers strove virtually single-handed to limit epidemics, immense reforms have been carried out. Working conditions have been improved out of recognition. With the disappearance of the slums average density per room has been reduced drastically. Welfare services of all kinds, particularly those devoted to the care of children, the growing understanding of nutritional requirements, and the efforts to reduce the menace of atmospheric pollution, have banished the worst terrors of the infectious diseases and have increased the national expectation of life by twenty years.

It is with such a background of solid achievement that the M.O.H. continues to search for environmental disturbances. Previous successes have not led to relaxation—on the contrary, it is most noticeable that public health conferences are tending to occasional addresses of an increasingly challenging nature. Old problems have been solved, but new troubles have appeared, and they too are reflected in the statistics of the Medical Officer. *The Health of the Community* is an important book because it imposes on the many current speculative notions about health trends a sharply defined picture of what is actually happening.

A Camouflage

The impression derived from the chapter "The Changing Mortality Picture In Britain" is that the fundamental law of life which demands from every organism a certain degree of toughness if it is to maintain its place in the natural order is today appearing through the camouflage of symptom removal. We have no authority for thinking that Nature has ever introduced a species, however minute, labelled "disease", yet the orthodox medical technique has been, and still remains, directed against the germ. It has been harried, it has been cast out, and theoretically the no longer checked human organism should be free to soar like a rocket. But modern man has proved to be a very poor rocket. In spite of the improved social services powerful delaying factors are at work. Three-quarters of our total deaths are caused by diseases of the circulatory system, the nervous system, the respiratory system, and by the creeping enemy from within, cancer. The description of the ailments of old age makes sad reading. The rocket fizzles out ingloriously, which might be conceded if its previous flight had been impressive. One of the most disturbing features of the health picture today is that in the majority of people the breaking-down processes begin in early middle age.

Epidemiology, however, has not only classified disease trends. It has analysed environmental factors, and Professor Brockington's exposition of the results obtained are most valuable. The calculated risks of ill-health vary between the five main social classes (the frequency of coronary thrombosis, for instance, increases in the professional classes), between different parts of the country, between urban and rural areas, and between different occupations. In general, the advantages of country life are clearly reflected. The scales are weighted heavily against the industrial worker, and very heavily in certain occupations. Dust would seem to be a more important source of trouble than is usually considered. The most hazardous profession of all seems to be inn-keeping!

Professor Brockington's keynote throughout is "prevention". He is unsparing in his condemnations of the present Health Service and its £50 millions thrown away annually on bottles of medicine. "The treatment of sick people in hospital, with all modern scientific aids, is good medicine, but it is not necessarily good health." On the whole this book is conservative in outlook, but there is much in it which may be regarded as signs of a definite break-away from orthodox conceptions.

ROY BRIDGER

Courses for Managers

Education and Training in the Field of Management (Vol. II). *Published by B.I.M., price 3s. 6d.*

THIS volume describes short courses of up to three months' duration, organised by 39 university extra-mural departments, professional and educational bodies, and residential establishments.

The increasing participation in management education over the last few years of the universities and the growing preference for courses shorter than the *conventional* one-year post-graduate courses at universities and technical colleges has been interesting to note. Courses introduced since the beginning of 1953 are being held at Worcester College, Oxford; Madingley Hall, Cambridge; the Institute for Engineering Production, Birmingham; and at the University of Sheffield. A five-week course has also been introduced at Grantley Hall and the three-month course at the Work Study School as well as the B.I.M.'s own successful Executive Development Programme are all developments of the past 18 months.

Why Work? *By J. Munro Fraser. Published by Pitman, price 3s.*

No. 3 in "The Supervisor's Guides" series. Discusses how, through the exercise of human skills, people in a modern industrial community can be brought together willingly to give their whole-hearted support to a common industrial enterprise.

How to Make Your Canteen Coffee Really Good

By L. BANHAM, A.M.H.C.I., A.R.San.I.

The coffee house (modern version) is returning with a vengeance to the British social scene and people are beginning to demand coffee that really tastes like coffee. There is no reason why industrial canteens should not follow this lead, and here are set out the simple rules for making a brew worthy of the name.

THOUGH there are many variations in making coffee certain principles must be observed if a good brew is to be obtained. Firstly, it is essential to buy a good quality coffee which has been freshly roasted and the best way is to buy in the minimum quantity to suit your needs. The beans should be kept in an airtight tin and ground only as required. In this connection it is worth while to have a chat with your supplier and get his advice on bean quality and the type of grind suitable for your use, for certain grinds are unsuitable for some kinds of coffee-making equipment.

It is in the process of roasting that the beans acquire the characteristic aroma which is due not to what was formerly called "caffeol" but to the changes in chemical composition producing a mixture of organic compounds. Too high a roasting might possibly mean a bitter taste in the beverage. Some people find it suits them better to buy coffee already ground but here again the precaution of storing in an airtight tin must be observed.

Some firms sell ground coffee in tins and this type often has chicory added for keeping quality. It is advisable to shake the tin before use since chicory has a tendency to separate out from the ground coffee.

The recommended amount of coffee is 12 ozs. per gallon regardless of the manner in which the beverage is made. The water used should be freshly boiled before infusion, and then time must be allowed for it to "draw" properly. Once brewed, the coffee should never be allowed to boil; in fact, its temperature should not be allowed to rise above 185 degrees Fahrenheit. Re-heated coffee is useless to say the least of it.

Weak coffee may be due to:—

1. Not enough coffee used, i.e. less than 12 ozs. to 1 gallon water.
2. Water not boiling at time of infusion.
3. Brew not drawn sufficiently long enough.
4. Stale coffee used; or of incorrect grind.

Flat coffee may be due to:—

1. Any of the reasons for weak coffee.
2. Brew overheated.
3. Brew left in the urn too long.
4. Water boiled too long.
5. Re-heated coffee.
6. Dirty equipment.

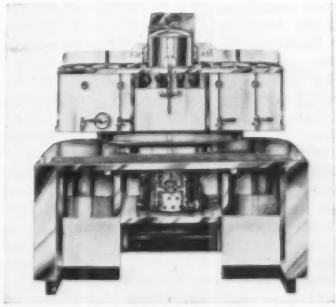
Bitter coffee may be due to:—

1. Too much coffee used in relation to water.
2. Brewed too long or left in urn too long.
3. Stored at too high a temperature after making.
4. Coffee re-heated or re-poured through grind too often.
5. Too high roasting of the beans.
6. Dirty equipment.
7. Oversize bag dragging grounds in the brew.

If there are grounds or sediment in the cups, then:—

1. The grind is incorrect for the equipment used.
2. The urn bag was not properly washed before use.
3. The filter equipment not used correctly.
4. Carelessness in preparation; washing the grains overside by pouring water in too quickly.

Milk to be served with coffee should be hot but never boiled. If you are using coffee-making apparatus then follow the maker's instructions implicity. Finally serve the coffee in attractive cups and make one person only responsible for its preparation. There is certainly no reason why coffee made in Britain should not be as acceptable as that on the Continent for coffee-making apparatus produced by British manufacturers is in no way inferior to that produced even in Italy.



The Italian ***Espresso*** *machine has caught the fancy of the public, but here are three British machines which are every bit as good and more economical of water. Top, the* ***Aquafont*** *café set (gas) with special auto swivel arm infuser feed. Bottom left,* ***Stott's*** *"Connoisseur" pressure café set with special heat-resisting glass containers for coffee storage. Above, the* ***Cona*** *"Trollibar", a self-contained unit, heated by methylated spirit, which can produce up to 500 cups per hour.* ***Cona*** *have now opened a permanent coffee-making display at the London showrooms of* ***Wm. Page & Co. Ltd.***

CANTEEN ADVICE BUREAU

Can you offer any practicable advice regarding the construction of menus suitable for the needs of adolescent workers? (C.R., Wembley.)

THIS question is much farther reaching than its wording first implies. Good, adequate and balanced diets are a factor in positive health, and, therefore, in working efficiency. It is one thing to provide the right type of meals for adolescent workers at the right price, but it is quite another thing to make them popular.

The question, primarily, is one of education not only of the adolescent but also of the parent. In the child's early days it enjoys the benefits of the infant welfare schemes and later that of the school health service and the school meals service in particular. Those who have studied the food habits of the child after leaving school and entering industry recognise that the deterioration in health is not so much because of the nature of the work as because of the new way of living and altered social conditions.

Unbalanced diets, inadequate sleep are two of the most outstanding points to be noted. All too many children start the day with little if any breakfast and will attempt to compensate for this loss by gorging on buns and cakes at the mid-morning break period. At lunch time they will probably eat the soup and the sweet and disregard the main course. This state of affairs is appalling and is a sad reflection on our educational system which permits so much of the nation's money to be spent on the very admirable school meals service without spending enough time on teaching the children the benefits which accrue from balanced diets.

To achieve success in the matter of feeding adolescent workers it is necessary to start where the local school meals service left off. Encourage the drinking of milk at break periods and provide foods such as cheese rolls at break instead of biscuits and cakes. Make raw fruit available in the canteen at the lowest prices possible. At dinner have set meals for adolescents at a lower price range than would normally be the case if the dishes were bought individually. If there is no established break period when food is available in the afternoon then start one. It is a long time for the young worker to wait from 1 p.m. until getting home at 6.30 p.m. for something to eat. Provide in the afternoon break period only those foods which have some protein content; here is a chance for more milk.

Much useful advice on the provision of balanced menus which, because of their protein content, would be useful to adolescents is contained in that excellent publication, "General Hospital Diets" obtainable from the King Edward's Hospital Fund for London, Hospital Catering Advisory Service, 24-26, London Bridge Street, London, S.E.1, price 3s. 6d. post free. The title may be frightening but this handbook contains 700 recipes, complete with costings (prices as at 1st October, 1953) comprising sets of twelve weekly menus one for each month of the year in three different price ranges.

It is an established fact that adolescents have a greater need for protein than others and the menus contained in this handbook have been compiled to provide a higher than normal protein ration to meet the needs of hospital patients who, generally, also have a higher than normal need for protein.

The Five Training Essentials

(*Continued from page* 190)

for a particular industry. These had been fully attended and the results much appreciated. But unless great care was taken, courses organised by technical colleges tended to acquire too strong an "educational" flavour which kept attendances down.

"So far as the type and content of the external course is concerned, therefore", the Report continued, "the Committee think that the line of development will lie in the direction of much closer co-operation between individual firms or industrial organisations and those responsible for providing the courses and an increasing tendency to give the courses a practical flavour, related as far as possible to the work of supervisors."

In this section of the Report there are two observations which show the realistic character of the document. First, the Committee emphasise that sending a foreman on a course, however excellent, does not automatically improve the level of supervision, and second there is no real objective criterion by which the success of a course can be evaluated. The supervisor fresh from a course might well discover (he often does) that he is not allowed to put what he has learned to practical test. Again, where he *is* allowed, often the only measure of its success is the "degree of satisfaction" experienced by himself. This, of course, does not necessarily imply that the course has made him a more competent supervisor. But to the Committee, the "degree of satisfaction" yardstick seemed to be the only practicable method at present available. The National Institute of Industrial Psychology, however, is doing some research on this subject. Their findings should be most interesting.

(*to be concluded*)

How to Work Safely with Electricity

(*Continued from page* 185)

surface becomes damp and thus conducting.

Corrosion is another problem. A metal clad installation in a factory where the atmosphere is corrosive will soon deteriorate. Care must be taken that the ends of a corroded length of conduit do not abrade the insulation of the wiring. If the atmosphere has any potential to explosiveness (from gas, vapour, etc.), only flameproof electrical equipment should be installed. The proof of whether equipment is flameproof, is the production of the Buxton certificate by the manufacturer.

So much for a summary of the chief implications of the Electricity Regulations. If I were asked to spotlight recommendations on electrical safety in the factory out of my own experience and observations, I should list and stress the following points.

(1) Insist on a systematic check of all electrical portable tools to ensure that the earth connections are secure, and on a regular examination of the lead to obviate chafing, which causes exposed wires.

(2) Make sure that emergency stop switches are fitted in an accessible position for all conveyor belts, tracks or large machinery. It may mean two or three switches will be needed. There must also be emergency stops on all machines such as drillers, lathes, millers, etc.

(3) Check *every day* on electric hoists and cranes to ensure that the limit cut-out switch is operating; also check controllers to ensure that zero return springs on control handles are in order.

(4) Encourage all operators to report *every* electrical defect, however small, and make it a strict works rule that only the Electrical Department carries out any repairs to electrical gear.

(5) Whenever work is being carried out on any electrical apparatus, make it a rule that the fuses be extracted from the circuit before any work begins and insist that the fuses be retained by the workman on the job while he is undertaking the repairs.

(6) Provide some second line of defence when there is a possibility of persons handling dangerous voltages.

(7) Preach loudly to everyone likely to be concerned the danger of taking chances in the vicinity of live conductors, and the folly of ignoring an electric shock however slight.

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CAUTION
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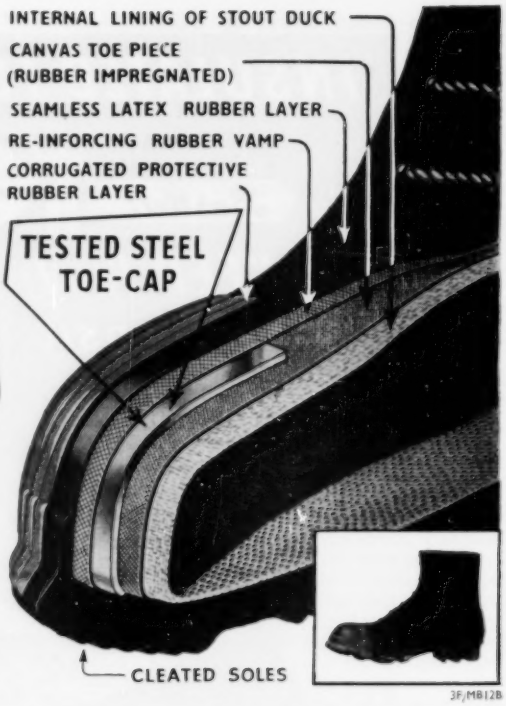
The **DUNLOP**
SAFETY BOOT



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New Industrial Equipment

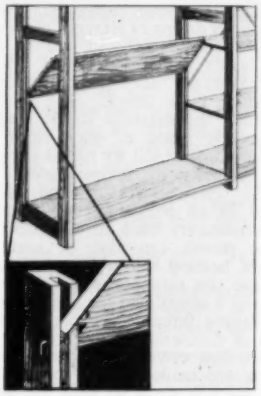
EXECUTIVES' SURVEY OF AIDS TO INCREASED PRODUCTION

Efficiency Aids

Readers who wish to know the suppliers of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph. We are always glad to consider for publication descriptions — preferably accompanied by an illustration suitable for reproduction — of new products.

ADJUSTABLE SHELVES

THIS unique, prefabricated wooden shelving system has been designed primarily for use in factories, warehouses and the like. Basically the shelving consists of reversible end frames, the uprights



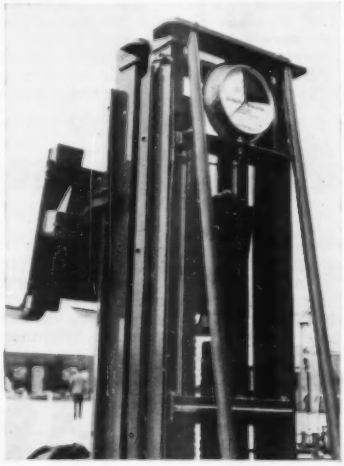
being grooved lengthways and drilled to take the metal pegs which in turn support the shelves. These shelves are strongly reinforced across their ends by steel angles fitted into the wood. Shelf adjustment is quickly and readily effected by pivoting the shelf to about 45° and moving the pins to the new desired position and replacing the shelf on them. This adjustment is available every 2 inches. For display purposes the shelves can be set at an angle. The system is such that it can be manufactured in a range of sizes and finishes and can be built up into any number of bays. Installation is very quick and simple and requires no extra labour or skill. The system, say the makers, has the advantage in that the unique blend of wood and steel brings the best of both worlds. It does not condense humidity and is virtually splinter proof. It also offers scope for minor alterations which might be required for the user's special purpose. **(PM/834.)**

SPACE SAVERS

NOW on the market are collapsible box pallets in wood which, claim the makers, save space, weight and cost. The use of wood has been made possible by the design of a simple pivot hinge for the sides which can be easily detached and repaired or replaced. The makers claim that the space-saving afforded by collapsed returned pallets can be as much as two-thirds of that taken up by outgoing consignments. **(PM/835.)**

TRUCK WITH LOAD GAUGE

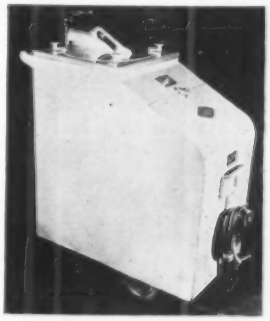
THIS fork lift truck has been specially equipped with a new gauge for showing the position of the load. The gauge enables the operator to see at a glance whether or not it is safe to lift a given load, taking into account not only its weight and length, but also the pick-up position. Mounted on the tilting carriage system is another interesting device which



indicates the position of the forks—showing whether the forks are tilted forward for picking-up and depositing loads, or tilted backwards to cradle the load for safety while moving it. **(PM/836.)**

HANDY CLEANER

BY using the lightweight extension tube to this portable vacuum cleaner, walls and overhead beams to a height of 30 ft. can be cleaned without the services of a ladder. To ensure rigidity, the dust-proof motor, filter unit and multi-stage turbo-exhauster are enclosed in a steel casing built on a half-inch chassis. Each machine is supplied with 20 ft. of three-core cable and multi-point plug, enabling the operator to connect it to any type of



power point. Mounted on rubber-tyred wheels, the unit measures only 15½ in. in width enabling it to negotiate narrow gangways with ease. The cleaner is mounted on a swivel ball-bearing castor for easy handling and has a grey, crackle stove enamel finish. **(PM/837.)**

STAFF LOCATORS

THIS new means of staff communication consists of a series of indicators spaced at vantage points about the premises and illuminated from a control unit to form easily remembered codes. There are two types of indicator: the pendant (shown here), and the horizontal which is designed for wall-mounting. The pendant is shaped as a cylinder and measures 11 in. by 4½ in. in diameter. Three digits (numbers 2, 4 and 6, each 2½ in. high) are repeated three times round the cylinder and can be seen from

any angle. The horizontal indicator (which is semi-circular in shape) measures 7 in. in width and 4½ in. in height, the numbers in this case being 1¾ in. high. In both indicators the digits are illuminated internally by 15-watt sign lamps operating from the main supply. Housed in a grey finished metal cabinet, the control unit is suitable for either desk or wall mounting. It measures 13 in. wide, 8 in. high and 11½ in. in depth, contains all the necessary keys for originating and re-setting the codes and includes a monitor panel for checking the code being sent out. Stated to be simple of operation, the system is available with up to 40 codes, but as many as 80 can be obtained by the addition of a star to the indicators. **(PM/838.)**

Cleaning

VEHICULAR SHAMPOOS

NOW available for industry is a new method of keeping clean trucks, vans, cars and other vehicles. This method consists of vehicle shampooing equipment called the *Autofoam* and *Foam Master*, one being portable and the other wall-mounted. Each comprises a dispenser, a hose and a rubber-backed hose brush and they can operate off any cold water tap even where the water is hard and there is no high-pressure system. The dispenser automatically gives the correct strength of detergent solution without adjustment.

The dispenser is fixed between the hose and the brush which latter is designed to get into awkward corners, so that the application of the cleaning fluid and the actual cleaning itself take place simultaneously, thus saving time and labour. A special jet can be fitted to the hose for removing hard-caked mud. The unit can be used for other purposes such as cleaning windows, tiles or any surface with a polished finish and, say the makers, the surface dries clean and glossy which does away with the need to leather off. **(PM/839.)**

Health

SURGICAL LAMP

DESIGNED specially for use in hospitals, clinics, works surgeries and nursing homes, this mobile surgical lamp fills the need for a high intensity shadowless light for observation or minor

operative work. Comprising four 24 in. fluorescent tubes between moulded "Perspex" reflection and diffusing panels, the lamp emits an intense light, which is nevertheless of low surface brightness, and is stated to be adequately diffused for the complete comfort of operator and assistants. Adjustable for height, tilt, and swivel over a wide range, the lamp has a cast aluminium base which is only five inches high, and is mounted on four shrouded rubber tyred castors. Here is contained the special control gear which is operated by means of the foot, giving complete freedom from stroboscopic effect. The lamp is of daylight colour and is cool and silent in operation. **(PM/840.)**

Heating

VERSATILE PANELS

A NEW heating panel with automatically controlled surface temperature has been introduced for the continuous drying of all types of materials such as paper and fabrics and for drying thin layers of powders and granules. The makers say that it is specially suitable for setting nylon fabric. The panel face to which the material to be heated is exposed is made of glass fibre fabric heated from behind by nickel chromium coil elements to temperatures up to 300°C. Temperature is controlled by means of an indicating controller with thermo-couples fixed to the panel face.

The panels can also be used as a radiant heating source, but in order to increase the rate of heat transfer to a material a centrifugal fan is provided and air ducting fitted in the back, a special form of diffuser being used to distribute the air flow evenly at the panel surface. Panels are made in sizes ranging from 2 ft. by 3 ft. to 4 ft. by 8 ft., and for operation on D.C., single or three-phase A.C. supplies. **(PM/841.)**

Safety

HEARING PROTECTOR

OFFERING personal protection against high amplitude sounds with particular reference to the high frequency

THE MOST EFFECTIVE METHOD!!

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DISINFECT TOILETS DAY & NIGHT

FOR ALL TOILETS AND CLOAKROOMS
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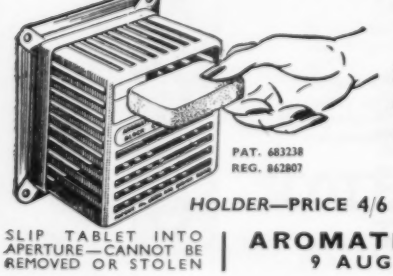
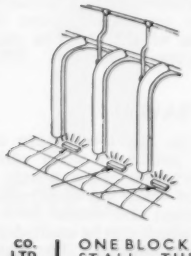
FOR GENTS' STALLS AND CHANNELS
DISINFECTANT "G" BLOCKS



PRICES OF

AIR PURIFIER TABLETS		G-BLOCKS FOR STALLS	
3 Doz. -	35/-	3 Doz. -	28/-
6 Doz. -	68/-	6 Doz. -	55/-
1 Gross -	130/-	1 Gross -	105/-

CARRIAGE PAID



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SLIP TABLET INTO APERTURE—CANNOT BE REMOVED OR STOLEN

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ONE BLOCK IN EACH STALL—THEY NEED NO FURTHER ATTENTION

range, this light adjustable head set, weighing only 7 ozs., is stated to be an essential protection for personnel working in the vicinity of gas turbine engines, especially on the test beds, and is used extensively in the aircraft industry. The set can be folded up like spectacles when not in use. The earpieces are protected by loose washable covers which can be removed for laundering, a spare pair being provided with each set. **(PM/842.)**

"BUBBLE" GOGGLE

DESIGNED to provide complete protection against all impact hazards, including dust and chemicals, this new bubble goggle is notable for its curved and streamlined appearance. Weighing about ¾ oz., it is intended, by virtue of its smallness, mainly for female operatives. Claimed to be comfortable to wear and well ventilated, the goggle is available in either clear material, green or blue anti-glare. It is not suitable for use by persons requiring corrective spectacles. The same firm have also introduced these new "Perspex" safety spectacles (see illustration) with adjustable side arms. The arms are flexible, enabling the wearer to bend them to provide the most comfortable fit. **(PM/843.)**

PRESSURISED PROTECTION

THIS hood, which has been designed to offer protection against radio-active dust and particles, is fabricated from p.v.c. sheet with H.F. welded seams and has a transparent visor and a generous "skirt" which is tucked into the neck of normal protective clothing so that it covers the shoulders. Compressed air is fed into the hood through an air-line to maintain comfortable conditions for the wearer, prevent "misting" on the visor and to prevent the entry of dust particles and vapours at the junction of hood and tunic. **(PM/844.)**

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*I.I.P.A. Readership Survey.

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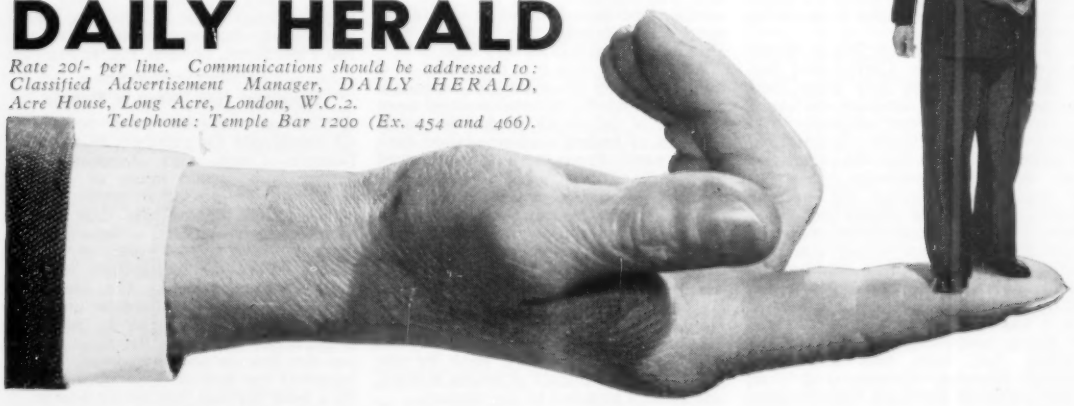
Telephone: Temple Bar 1200 (Ex. 454 and 466).



A Test Case for Workers' Housing

By A SPECIAL CORRESPONDENT

MANY local authorities have built and are building houses for industrial workers at the request of the Government in order to assist industry and therefore the story of an application for possession of one of these houses under the Small Tenements Recovery Act, 1838, by the Middleton Corporation, where the case was strenuously defended by counsel and an order for possession within 28 days was only made by the magistrates after a lengthy hearing, is of special interest.

The tenant was a former employee of *Messrs. A. V. Roe, Ltd.*, for the housing of whose workers the Corporation at the request of the Government were building 120 houses, the greater part of which were completed. The tenant was served with notice to quit by the Corporation after he had left his employment with the Company. In all respects it was claimed that he was a Corporation tenant. He held a Corporation rent book, paid rent to the Corporation and so proceedings to determine his tenancy were taken by the Corporation.

There did exist, however, two other documents which were introduced into the case. The local authority had signed an agreement with *Messrs. A. V. Roe, Ltd.*, the main purport of which was that the company agreed to pay to the local authority an amount equivalent to the housing subsidy in respect of each house occupied by their workers. The original agreement had in fact been replaced by a subsequent agreement which did not alter the main purport of the first agreement but only clarified the point that the Corporation were not endeavouring to surrender their powers of control and management.

The second document introduced into the case also by counsel for the tenant was an agreement between the company and the tenant whereby the tenant agreed to a deduction of 3s. 5d. a week from his wages being the equivalent of the amount paid by the company to the Corporation in respect of the house.

It was pointed out on behalf of the Corporation that the Corporation had no idea at the time they made their agreement with the company that such an agreement between employer and employee would be made. Counsel for the defendant argued that the cumulative effect of both agreements was that the tenant was paying the housing subsidy and that the houses were controlled by *A. V. Roe* rather than the Corporation, and that in any case proceedings should have been instituted in another court.

Counsel for the Corporation contended that it was only necessary to prove that the house came within Part V of the Housing Act, 1936, and within the Housing Revenue Account and that, in the words of the Lord Chief Justice, the Corporation could recover possession "even if they did not like the colour of the tenant's eyes." He classed both agreements as irrelevant to the position. If the effect of the agreement with the company was to surrender the Corporation's right of management then it was ultra vires and illegal and the powers of management remained; if it did not affect those powers, then it could not in any way affect the letting of the houses. From the tenant he ascertained that under his own agreement with the company the tenant was under an obligation to leave on terminating his tenancy so on moral grounds he was clearly in the wrong.

The Question of Control

Many will associate this case with a number of questions put to the Minister of Housing and Local Government in the House of Commons within the last nine months. A number of interesting considerations do arise. **It would not appear, in fact, that control of the houses is affected by any financial arrangements made in connection with these houses.** Some local authorities approach the position in a different way and charge these "key" tenants a higher rent than they charge their own local tenants.

Industrial concerns can, if they like, form their own housing associations, but if they prefer to concentrate their forces on industry the point arises should they be assisted by the local authority subsidy, or is the local authority entitled to charge them with it.

The most important consideration of all is outside finance. If a local authority undertakes to build houses for key workers they obtain an extra allocation of houses for so doing. Their own allocation is relatively small to the needs of their district. If they permit tenants to remain after they have left their employment, then they appear under an unlimited obligation to house not only, say, 120 workers, but 120 plus the number who have left and remain in the district. In practice this number over a period of time may be very high.

At the same time it is distasteful to a local authority to have to terminate tenancies, and if it is done in many cases the duty of the county council or county borough of finding accommodation may not be easy. From the point of view of the worker it is unsettling that his security of tenure is related to his particular employment. Reverting to the local authority's viewpoint it is of interest that Mr. Macmillan, the Minister of Housing and Local Government, has stated in the House of Commons that housing subsidies authorised by the Housing (Financial and Miscellaneous Provisions) Act, 1936, as amended by the Housing Act, 1952, are paid by the Government in respect of houses erected, and are not attached to any tenancy.

FIRST OFFICE EQUIPMENT DIRECTORY PUBLISHED

SINCE the war the British Office Equipment Industry has expanded considerably, and the range of equipment is now so comprehensive that it is extremely difficult for a director, senior executive or office manager to know the existence of all the many products which are at present on the market. To meet their needs the "Business" Directory of Office Equipment and Appliances *has been produced. This is the first buyers' guide and source of reference to be published, and contains the following indexes and survey :—*

1. *Index of manufacturers and distributors. Over* 300 *listed in alphabetical order with names, addresses, telephone numbers, telegraphic addresses, names of principal executives and brief details of the products made or distributed.*

2. *Classified products guide. This contains over* 107 *classifications and over* 50 *cross-references, and shows every type of commodity together with their trade names and manufacturers.*

3. *Trade names index. Over* 1,200 *trade and brand names and addresses are listed together with what the products are and the names of the manufacturers and distributors.*

4. *Index* 4. *Provincial branches of manufacturers and distributors, split up by counties and towns. This index lists the names and addresses of branches, showrooms and representatives of firms, together with telephone numbers and the names of executives in charge.*

5. *Index* 5. *Retailers of office equipment. Nearly two thousand retailers are listed covering England, Wales, Scotland, Northern Ireland and the Republic of Ireland. These are again split up geographically, and include names, addresses and telephone numbers together with a code indication of the type of products stocked.*

6. *Survey of equipment. This section covers over* 70 *pages and gives descriptions of the many products manufactured and distributed by British firms. Well over* 2,000 *different items are described.*

The Directory has been edited by Robert Spark (who has for several years been Associate Editor of Business) *and is published by* Business Publications Ltd., 180, Fleet Street, London, E.C.4. *Price* £2.

Security for Defence People

SICK pay schemes have now been introduced for members of the Civil Defence Corps and Auxiliary Fire Service who sustain injury or contract disease as a result of their duties in these services, and thereby lose their pay in their ordinary jobs. Remuneration includes the normal rate of profits earned from the occupation of self-employed volunteers. The maximum payable to auxiliary firemen and firewomen is £8 10s. and £6 3s. per week respectively, this being the basic rate of pay for firemen and firewomen. Corps members are entitled to a maximum of £5 a week for men and £4 for women.

Summary of Official Publications

READERS' GUIDE TO ACTS, STATUTORY ORDERS, NEW RULINGS AND AWARDS CONCERNING INDUSTRY AND PERSONNEL

STATUTORY INSTRUMENTS

No. 1009. The Remuneration of Teachers (Further Education) Order, 1954. Dated July 26, 1954, made by the Minister of Education under Section 89 of the Education Act, 1944 (*a*). *H.M.S.O.* 2d. (Ensures that the remuneration paid by Local Education Authorities as from August 1, 1954, to teachers employed in establishments for further education, is in accordance with the recommendation submitted to the Minister by the Burnham Committee in their Report dated July 23, 1954.) Operative from August 1, 1954.

No. 1011. The Hollow-ware Wages Council (Great Britain) Wages Regulation Order, 1954. Dated July 26, 1954, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (*a*). *H.M.S.O.* 4d. (Sets out the statutory minimum remuneration payable in substitution for that fixed by Orders H.56 and H.62 which are revoked.) Operative from August 13, 1954.

No. 1079. The Wages Regulation (Unlicensed Place of Refreshment) (Amendment) Order, 1954. Dated August 11, 1954, made by the Minister of Labour and National Service under Section 8 of the Catering Wages Act, 1943 (*a*). *H.M.S.O.* 6d. (Varies the statutory minimum remuneration fixed by Order U.P.R.14 by fixing the statutory minimum remuneration to be paid to workers engaged on work in connection with any retail sale of goods on premises where the main activity is the supply of food or drink for immediate consumption, for whom no minimum remuneration was fixed by U.P.R.14.) Operative from September 6, 1954.

INDUSTRIAL DISPUTES TRIBUNAL

AWARDS

No. 562. Zoning for Purposes of Wage Rates of Certain Districts Within the Area of the Isle of Wight Water Board. Claim: For the observance by the Board of certain specified terms and conditions of employment with respect to zoning. **Award:** The Tribunal rule that the recognised terms and conditions of employment applicable to the case are those laid down by the South Midlands District Council of the National Joint Industrial Council for the Waterworks Undertakings Industry, of which the resolution of the District Council passed on December 16, 1953, forms part. They award that the Isle of Wight Water Board shall observe the aforesaid terms and conditions. (7/7/54.)

No. 563. Remuneration of a Certain Chief Officer of the Corporation of the County Borough of Newport. Claim: That the salary scale of the Borough Treasurer should be £1,800-£2,050 per annum, or a more appropriate scale than at present. **Award:** That the salary scale applicable to the officer concerned shall be £1,650-£1,900 per annum. (9/7/54.)

No. 564. Remuneration of a Certain Chief Officer of the Corporation of the County Borough of Newport. Claim: That the salary scale of the Borough Engineer should be £1,800-£2,050 per annum, or a more appropriate salary scale than that existing. **Award:** The Tribunal rule that the salary scale applicable shall be £1,650-£1,900 per annum. (9/7/54.)

No. 565. Remuneration of a Certain Chief Officer of the Corporation of the County Borough of Newport. Claim: That the salary scale of the Borough Architect should be £1,800-£2,050 per annum, or a more appropriate salary scale than that existing. **Award:** That the salary scale applicable shall be £1,650-£1,900 per annum. (9/7/54.)

No. 566. Remuneration of a Certain Chief Officer of the Corporation of the County Borough of Newport. Claim: That the salary scale of the Chief Education Officer should be £1,800-£2,050 per annum, or a more appropriate salary scale than at present. **Award:** That the salary scale applicable shall be £1,650-£1,900 per annum. (9/7/54.)

No. 567. Rates of Wages in the Electrical Contracting Industry in Scotland. Claim: That the ½d. per hour increase in wages which operated from April 19, 1954, should have had retrospective effect as from March 15, 1954. **Award:** Claim established. (12/7/54.)

No. 568. Remuneration of a Certain Chief Officer of the Brierley Hill Urban District Council. Claim: That the salary of the Treasurer should have been fixed on a scale of £1,250-£1,450 per annum, and having regard to his length of service he should be placed on the maximum of the scale as from the appropriate date. **Award:** That the salary scale applicable to the officer concerned shall be £1,150-£1,350 per annum. In the application of this award the officer shall be placed upon a point in the new scale corresponding with the point reached in the present salary scale. (12/7/54.)

No. 569. Remuneration of Assistant Education Officers Employed by the Somerset County Council. Claim: That the salary scales of two Assistant Education Officers employed by the Council should have been fixed on a scale of £1,250-£1,450 per annum, or other appropriate scale as provided for. **Award:** That the salary scale applicable to the officers concerned shall be £1,050-£1,250 per annum. In the application of this award the officers concerned shall be placed upon a point in the new scale corresponding with the point which each officer has reached in the present salary scale. (13/7/54.)

No. 570. Remuneration and Holidays With Pay of Certain Workers Employed by an Engineering Firm at Aylesbury. Claim: For the implementation of a specified agreement in the engineering industry relating to wages and holidays with pay. **Award:** The Tribunal award that the Company shall apply to the workers concerned the provisions of the agreement between the Engineering and Allied Employers' National Federation and the Confederation of Shipbuilding and Engineering Unions dated November 29, 1951, relating to wages and holidays, with effect from the beginning of the first full pay period following September 16, 1952. (13/7/54.)

No. 571. Remuneration of the Borough Treasurer of the Metropolitan Borough of Bethnal Green. Claim: For the adoption by the Corporation of a specified salary scale in respect of the Borough Treasurer. **Award:** That the salary scale applicable to the Borough Treasurer shall be £1,350-£1,550 per annum. In the application of this award the officer concerned shall be placed upon a point in the new scale corresponding with the point reached in the present salary scale. (14/7/54.)

No. 572. Remuneration of the Borough Engineer and Surveyor of the Metropolitan Borough of Bethnal Green. Claim: For the adoption by the Corporation of a specified salary scale in respect of the post of the Borough Engineer and Surveyor. **Award:** That the salary scale applicable to the Borough Engineer and Surveyor shall be £1,350-£1,550 per annum. In the application of this award the officer concerned shall be placed upon a point in the new scale corresponding with the point reached in the present scale. (14/7/54.)

No. 573. Claim for the Observance of a Specified Agreement Relating to Annual Holidays with Pay by an Electrical Contracting Firm at Manchester. Claim: That in accordance with Clause 1 of Appendix A to the agreement in the electrical contracting industry dated May 26, 1953, relating to holidays with pay, the Company should provide a stamped holiday credit card to a worker when his services are terminated. **Award:** Claim established. (15/7/54.)

No. 574. Salary Scales of Clerical Staff Employed at the Chief Office of the Scottish Legal Life Assurance Society. Claim: For improved salary scales. **Award:** New salary scales in respect of male and female staff. The Tribunal rule (i) that qualified shorthand-typists and machine operators, aged 21 and over, shall receive 10s. per week above the scale for female clerical staff; (ii) machine operator learners shall receive 5s. per week above the appropriate scale for female clerical staff after six months and 10s. after 12 months; (iii) the awards are minimum salaries and do not prejudice those receiving higher salaries. (21/7/54.)

No. 575. Observance by a Company at Edinburgh of the Terms and Conditions of Employment Laid Down in a Specified Agreement for the Rubber Manufacturing Industry. Claim: That the Employers should observe the terms and conditions as specified. **Award:** That the Company should observe such terms and conditions as are contained in the agreement of the National Joint Industrial Council for the Rubber Manufacturing Industry, dated December 15, 1953. (26/7/54.)

No. 576. Observance of Certain Specified Terms and Conditions of Employment in Respect of Certain Workers Employed by a Firm of Radio Manufacturers at Mansfield. Claim: That the Company shall observe in respect of certain of their workers engaged on the manufacture of radio cabinets specified terms and conditions of employment. **Award:** The Tribunal find that the recognised terms and conditions of employment are those laid down by the National Labour Agreement for the Furniture Manufacturing Trade applicable to Great Britain and they rule that these shall be observed. (26/7/54.)

No. 577. Grading of an Officer Employed by the North West Metropolitan Regional Hospital Board. Claim: Regarding the grading applicable to a particular officer. **Award:** Claim not established. (26/7/54.)

No. 578. Remuneration of Ambulance Driver/Attendants Employed by the Middlesex County Council. Claim: For the payment of a specified plus rate. **Award:** Claim established. (29/7/54.)

No. 579. Rates of Wages of Certain Workers Employed by a Food Manufacturing Firm near Wigan. Claim: For the implementation by the company of the terms of a specified agreement. **Award:** That the employers shall observe in respect of the workers covered by the claim the appropriate rates of wages as laid down in the current Working Agreement of the Joint Industrial Council for the Food Manufacturers' Industrial Group. (29/7/54.)

No. 580. Grading of an Officer Employed at a Hospital in Surrey. Claim: In regard to the grading which should apply to a particular post. **Award:** Claim not established. (3/8/54.)

No. 581. Remuneration of the Deputy Town Clerk of the County Borough of Northampton. Claim: For the adoption by the Corporation of a specified salary scale in respect of the Deputy Town Clerk. **Award:** That with effect from July 1, 1953, the salary scale applicable in respect of the officer concerned shall be £1,500—£1,750 per annum. (5/8/54.)

No. 582. Rates of Wages of Mechanics Employed in the Flour Milling Industry. Claim: For a 15 per cent wage increase for maintenance mechanics. **Award:** That the existing rates of the workers concerned shall be increased by 7s. per week. (5/8/54.)

No. 583. Claim for Subsistence Allowance in Respect of a Worker in the Service of the Orpington and Sevenoaks Hospital Management Committee. Claim: That the worker concerned should be paid subsistence allowance in accordance with the specified terms. **Award:** Claim established. (5/8/54.)

No. 584. Rates of Wages of Orthopaedic Appliance and Artificial Limb Makers. Claim: For an increase in wages. **Award:** That the present basic rate of wages of the workers concerned shall be increased by 3d. per hour for Grade I workers, 2½d. per hour for Grade A workers, 2d. per hour for Grade B workers, and 1d. per hour for Grade C workers, with proportionate increases for junior workers. (9/8/54.)

No. 585. Observance of Recognised Terms and Conditions of Employment by the Bedale Rural District Council. Claim: That the Council should, as from April 1st, 1953, observe in respect of certain refuse collectors specified terms and conditions of employment. **Award:** That, as from June 9th, 1953, the Council shall observe in respect of the workers concerned the terms and conditions laid down by the North and East Ridings Provincial Council of the National Joint Council for Local Authorities' Services (Manual Workers). (11/8/54.)

No. 586. Travelling Allowance for Full Time Agents Employed by the Co-operative Insurance Society Limited. Claim: For increased travelling allowances in respect of agents employed in

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Summary (*Continued*)

country areas. **Award:** Claim not established. (13/8/54.)

No. 587. Remuneration of the Farm Manager of a Hospital Farm in Wales. Claim: That the worker named in the reference should be paid on a specified salary scale. **Award:** Claim established. (13/8/54.)

No. 588. Remuneration of Certain Pieceworkers Employed by an Engineering Firm at Coventry. Claim: For the implementation in full by the company of the terms of a specified agreement in the engineering industry. **Award:** That the supplementary payments to pieceworkers which were in operation prior to November 7, 1952, shall be increased by 7s. 4d. per week. (18/8/54.)

No. 589. Remuneration of the Borough Engineer and Surveyor of the Metropolitan Borough of Islington. Claim: For the adoption by the Corporation of a specified salary scale, or other appropriate scale, in respect of the Borough Engineer and Surveyor. **Award:** That the salary scale applicable in this case shall be £2,000—£2,250 per annum. (23/8/54.)

No. 590. Shift Allowances for Workers Employed in the Seed Crushing, Compound and Provender Manufacturing Industries. Claim: For increased shift payments. **Award:** That workers employed on a three-shift system shall be paid an allowance of 3d. per hour and those employed on a two shift system an allowance of 1½d. per hour in addition to their normal rate of pay for all hours worked. (23/8/54.)

GENERAL

Careers for Men and Women (Series No. 6) Auctioneering, Estate Agency and Land Agency. This pamphlet describes pre-entry qualifications, outlines broadly the two methods of entering the profession and gives details of examination syllabuses and methods of training. Professional opportunities and remuneration are also dealt with. Issued by the Ministry of Labour and National Service. *H.M.S.O.* 9d.

Choice of Careers (New Series No. 55) H.M. Forces—The Army. Outlines openings and opportunities for boys in the Army ranks, together with prospects of promotion. *H.M.S.O.* 1s. 3d.

Civil Service Arbitration Tribunal Award No. 256. Claim: That the scale of pay in the London area for full-time male permanent postal and telegraph officers shall be reviewed. **Award:** The Tribunal rule that (*a*) the scale of pay in the London area for full-time permanent male postal and telegraph officers shall be: at 16, 69s., rising by annual increments to 157s. 6d. at 25 (the highest age point) and thence in five increments to 202s.; (*b*) the deductions from the London scales of pay applicable to the intermediate and provincial areas shall be the subject of further consideration between the Union of Post Office Workers and the Post Office; and (*c*) the "corresponding points" principle shall be applied in the assimilation to the new scales of officers in post. (2/7/54.)

Civil Service Arbitration Tribunal Award No. 257. Claim: That (*a*) with effect from January 1, 1951, the pay scales of eye fitters employed by the Ministry of Health shall be revised; (*b*) with effect from January 1, 1953, the scales shall be further revised. **Award:** That (*a*) the scale of pay of Ministry of Health eye fitters shall be: 159s. 6d. at 25 and over, rising in six increments to 196s.; (*b*) the above scale to be effective from January 1, 1953; and (*c*) the "corresponding points" principle shall be applied. The determination of pay rates for those under 25 is referred back for negotiation between the parties. (8/7/54.)

Civil Service Arbitration Tribunal Award No. 259. Claim: That the weekly conditioned hours of assistant station radio officers in the Composite Signals Organisation shall amount to 42 in London and 44 in the provinces. **Award:** Claim established. (22/7/54.)

Report of the Electricity Sub-Committee of the Joint Consultative Committee, July, 1954. Issued by the Ministry of Labour and National Service. *H.M.S.O.* 4d.

October Management Diary

BACIE

1-3 **Roffey Park (Communication Training Centre).** Course for Supervisors.
5 **London.** Joint One-day Conference with the Services on "The Impact of National Service on Industry and Commerce."
6-7 **London (Communication Training Centre).** Technical Writing Course.
12-14 **Ashorne Hill.** Annual Conference.

BURTON MANOR

10-15 Five-day Residential Course (No. 544) for Foremen in Charge of Electrical Appliances on "Electrical Safety."
10-22 Course No. 545 on "Supervisory Management" designed for Foremen and Junior Managers.
24-29 Five-day Course (No. 548) on "Commercial and Office Management."
24-29 Five-day Course (No. 549) on "Communication on the Job."
31-Nov. 5 Five-day Course (No. 552) on "Effective Speaking."
31-Nov. 5 Five-day Course for Junior Foremen and Chargehands under 35 years of age on "Introduction to Supervision."

COLLEGE OF PRODUCTION TECHNOLOGY

18-22 Five-day Work Study Course.
18-29 Two-week Course on Materials Handling and Work Study.
25-29 Five-day Materials Handling Course.

INDUSTRIAL CATERING ASSOCIATION

12 **Birmingham.** Miss D. M. Thornton on "European Holidays."

INDUSTRIAL WELFARE SOCIETY

5-7 **Knuston Hall, Northants.** Residential Course for Foremen.
8 **Harrogate.** Four One-day Courses to precede the National Conference. The subjects: Special Employment Problems; Personnel Implications of Work Study; Use of Statistics in Personnel Management; and Training in Social Skills for Management and Supervision.
14 & 28 **London.** One-day Progressive Course for Foremen.
19-21 **London.** Three-day Introductory Course for Management Trainees.
21 **London.** Canteen Conference.
28 **London.** Meeting of the Industrial Editors (Welfare) Group.
29-Nov. 1 **Grange-over-Sands.** Residential Course for Foremen and Forewomen.

INSTITUTE OF INDUSTRIAL SUPERVISORS

29-31 **Missenden Abbey, Bucks.** "Work Study for Supervisory Management."
29-31 **Dillington House, Ilminster.** "The Practice of Supervisory Management."

INSTITUTION OF PRODUCTION ENGINEERS

7 **Reading.** Prof. J. V. Connolly on "The Influence of the Production Engineer on Productivity."

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY

4-8 **London.** Part I of Course in Selection Methods.
18-22 **Manchester.** Part I of Course in Selection Methods.

ROFFEY PARK

18-22 Five-day Study Group Meeting for Managerial Staff on "Human Relations in Distribution."

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18-24 Seven-day Course for Foremen, Chargehands, Shop Stewards and Operatives on "The Human Factor in Production."

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The College of Production Technology is extending its series of residential courses, beginning this month, to include Materials Handling and Work Study. Subjects already covered include Cargo Handling, Stores and Stores Handling, Industrial Trucks and Palletization, and Agricultural Production.

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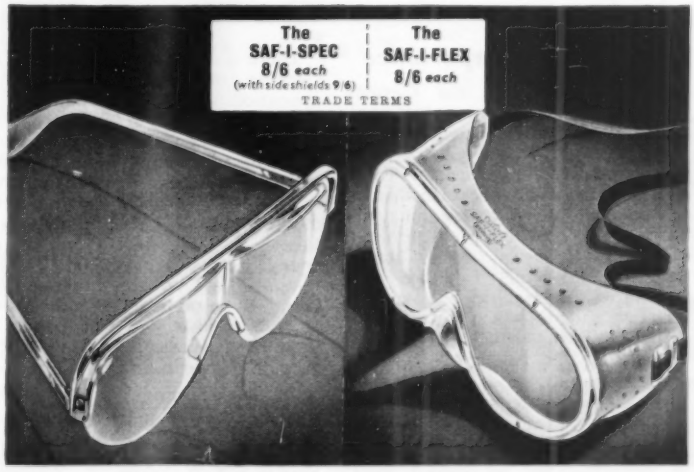

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MANUFACTURERS OF INDUSTRIAL SAFETY EQUIPMENT

"British Industry Must Take Its Coat Off To The Germans" (*Continued from page* 179)

the German skilled craftsman enjoys a personal dignity of labour that is not always fully realised by us.

Most of the larger companies have very highly developed apprenticeship schemes, working in closest co-operation with local educational institutions. The standard of tuition is high and, with typical Teutonic thoroughness, there is insistence on meticulous careful work on the part of apprentices, both in their manual work and in their studies. Visual aids are used increasingly, and rarely are of make-shift standards; in fact in many cases they are little works of art in themselves.

Similar German thoroughness is shown in training schemes for specialists, intermediate management and foremen. As with us, foremen are coming into their own in Germany. T.W.I. is well known, and supplemented by internal company training. For example, one very large German unit has prepared a 2-year training programme for foremen, consisting partly of practical work in various departments and partly of one-day's full study per week in a separate training school. The one day per week amounts to 280 hours' study, largely on technical subjects, and is followed by a 5-hour examination when quite complicated and difficult technical papers are set.

Theory And Experience

The drawback of the German educational system always has been, and still is, its great emphasis on purely theoretical training, whereas we set great value on experience. Theirs tends to make students somewhat set and inflexible. While everything goes according to plan and pre-determined standards, they may excel, but in times of stress they lack the same flexibility as our technicians, in quickly adapting themselves to the new demands of a changed situation.

We have something to learn from the Germans in respect of their skill in management and organisational techniques, and the thoroughness and care devoted to training of all grades in industry. But we should regard this as a challenge, because what Germany can do well, Britain could do infinitely better, if she but tried. As an M.P. recently said in the House: "It is not a case of taking our hats off to the Germans, but of taking our coats off."

On the other hand, the German industrial situation is showing clear danger signs. Expansion has been great but it has been an expansion from practically nothing, and students will wonder whether the present rate will and can continue. While employer-employee relations so far have been good, once again there are the first signs of weakening. The owner-employer enjoys many tax privileges and because of "expense" allowances under the German income tax system, frequently widely abused, he can afford expensive cars, good food and hospitality. There is now growing resentment among salaried employees, who find these luxuries completely beyond their reach. It is evident, therefore, that demands for higher wages and salaries will be made, and if not granted may be pressed with a growing feeling of bitterness.

Reference has also been made to the meticulous care given in Germany to training of craftsmen. This has now produced a surplus of craft workers for whom there are not enough jobs. The result is that skilled employees have to be content with semi-skilled and even unskilled jobs at relatively lower rates and this is causing feelings of disappointment and bitter frustration. This situation also may tend to weaken employer-employee relationships.

There is a keen desire among the German population for more information about our experiences in human relations in industry. The British centres in Germany are doing excellent work, and deserve greater support from industry with articles, reviews, etc. We are sometimes too modest in this respect and are leaving this field too much clear to our friends across the Atlantic. Executives visiting Germany should, if at all possible, be prepared to meet groups of industrialists and give papers on their own experiences. They will be sure of a good hearing.

Fivers For Workers

In order to simplify accounting procedures and to reduce the bulkiness of pay packets, *Hoover, Ltd.*, are to use £5 notes in making up the pay packets at their Perivale factory. The company hope that local traders will co-operate in this development by the ready acceptance of the notes thus put into circulation.

PEOPLE AT WORK

(*Continued from page* 191)

slopes. Large sound absorbent tiles have been fixed to the walls. The tiles made of special fibre are perforated so that sound waves from the machines strike the walls, enter the holes in the tiles, and are dissipated internally among the fibres.

Census Men

THE Board of Trade have appointed the statutory Advisory Committee to advise on the preparation of forms and instructions, and the making of any order, for the census of production to be taken in 1956 in respect of the year 1955. The membership of the committee is as follows: Mr. J. Stafford, *chairman*; Prof. R. G. D. Allen, Mr. J. L. Armstrong, Mr. J. W. Beck, Prof. F. Sewell Bray, Mr. Leonard Cooke, Mr. C. N. Gallie, Dr. C. Oswald George, Sir Norman V. Kipping, Mr. Philip Lyle, Mr. T. A. Mitchell, Mr. Kenneth Preston, Mr. H. C. Stanton, Mr. C. F. V. Williams, Mr. W. T. Winterbottom, Mr. George Woodcock, Mr. P. O. Young. Miss J. M. N. Milne, of the Board of Trade Statistics Division, is the secretary.

IN BRIEF

The *United Hatters, Cap and Millinery Workers' Union* of the U.S.A. have just given a loan to one of the largest millinery manufacturers in the U.S.A. "to keep the firm in business and to protect the jobs of the people engaged in the trade." "The Economist" says that without this union loan, "the company which has experienced a sharp drop in hat sales and has had to make heavy investments in new productive facilities would have been obliged to shut down two of its plants and discharge 700 of its workers." The company concerned have described this as a "very happy example of labour management co-operation."

* * *

The programme for the new session of the Birmingham Productivity Association includes provision for a series of joint meetings with other organisations, the first of which was with the Institution of Production Engineers on Wednesday, September 15. Later meetings will be held in conjunction with the Association of Supervisory Staffs, Executives and Technicians (October 30), the Institute of Industrial Technicians (November 24) and the Institution of Works Managers (April 25, 1955).

* * *

Competing in one of the country's biggest ever one-day fire-fighting exercises near Manchester last month were 33 works fire brigades drawn from factories from and around Manchester. There were 45 teams taking part and more than 200 entries for the different events. The competition was held at the *Oldham Battery* social and sports grounds at Hyde.

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The new 'Liberator' Ball Pump swiftly ends the inconvenience caused by blocked sinks, hand basins and baths. With its very powerful piston action it will clear any stoppage and enables any member of the staff to cope with the situation should the maintenance man not be available.

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Place over the sink or bath waste and push handle right down. Then, keeping pump firmly pressed down, work handle up and down until stoppage is cleared.

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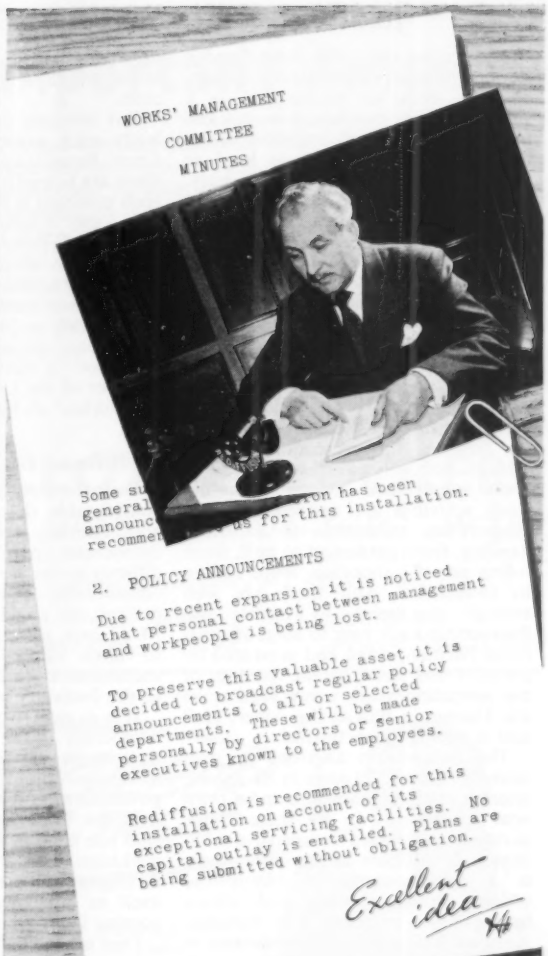
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John Lewis Reach Forty Years of Partnership (*Continued from page 181*)

of the Partnership, Mr. John Spedan Lewis still enjoys considerable power, he only does so because he is a Trustee. The Partnership, in essence and in fact, belongs to all employed in it.

Because it has aimed so hard to achieve a state of industrial democracy, the *John Lewis Partnership* places, and is in an ideal position to place, more emphasis and importance on the personnel function than a normal industrial firm. This covers not only training and education and conditions of work, but the operation of the various committees and councils, through the partners' councillors and registrars, and through amenities provided.

Expenditure on these amenities and on facilities for recreation is considered not only worthwhile but of great importance. More than the stock activities are catered for, and range from badminton to ballroom dancing, from gardening to golf, from riding to rifle shooting, from sailing to swimming. And these are well enough supported to enable the Partnership each year to stage its own revue (written, acted and produced by partners and based on the fortunes of the preceding year), a rag regatta on the Thames, a Ball at the Albert Hall and a one-act play festival.

The Partnership also has its own country club of 120 acres in Berkshire, another club in Hampshire and a third near Liverpool. In all these clubs, partners can spend inexpensive holidays. In addition to the clubs, there is a holiday-camp in Hampshire which provides good and cheap holidays for partners with families. Another well-supported innovation is the Partnership's own library, with general and technical sections, and reading rooms, where lunch-time concerts are frequently held. Tickets for opera, ballet, concerts and theatres are also available to partners at half rates.

But however consciously and selflessly such experiments as the *John Lewis Partnership* may be conducted, there are bound to be criticisms. One such criticism is that for a democratic unit, the Chairman possesses too strong an armoury of powers.

Is that so unreasonable ? In point of fact the second Settlement in Trust (of 1950) was aimed to still lessen these powers and, on Mr. Lewis's retirement next year, to pass them on to a successor—a man who is not even a member of the Lewis family, but who has worked all his life in the Partnership.

Whose Is The Power ?

Over the forty years, it has required considerable determination to foster and maintain the ideal of a living, democratic partnership, and it is difficult to see how, in the absence of considerable power vested in one person, this could have been achieved. Mr. Lewis, understandably, has come to liken himself, within the commercial state which is the Partnership, to the Judiciary in a nation state.

It is as easy to criticise the nature of democracy in the Partnership as it is to criticise the nature of democracy in trades unions, local and national government. What critics are apt to overlook is the fact that the Partnership has been in a continuous state of evolution over forty years and that throughout this time it has regarded itself as an experiment—always welcoming ideas and criticisms.

One other charge is that of lack of organised opposition. That is not unthinkable in a commercial undertaking, since it is the case in many industrial firms. But it seems wholly unnecessary when the undertaking is a partnership and when, in fact, grievances real and trivial can be and are voiced in committees and in the Partnership's journals.

But even critics admit that the Partnership brings many benefits to employees, or partners. Conditions are on the whole better than in comparable fields ; there is a good pension scheme, profits are returned to those who labour, national wage rates are supplemented by family allowances, and criticism is encouraged.

The plan which was nothing more than an idea at the turn of the century, and which has been regarded over the years as an experiment, has nevertheless shown the way to a state of industrial democracy which is likely to be very widely accepted in future.

BOOK NEWS SUBSCRIPTIONS

FOR the benefit of the editors of industrial house magazines—believed to number some 1,600—the National Book League has arranged to supply firms with previews of forthcoming books from all publishers' lists, to be available in return for a low subscription.

Each preview will be roughly 1,000 words in length, and will consist of 25 per cent material dealing specially with books of particular interest to the individual subscribing firm, and 75 per cent syndicated paragraphs of general interest, including fiction, biography, history, travel, sport, hobbies and other subjects.

The scheme is designed for use by journals ranging from the duplicated broadsheet to the more ambitious printed publication. Fees are based on the number of employees in a firm, the scale of payment varying from £2 12s. 6d. for a firm employing under 100 employees to £7 10s. for a firm with over 1,000 employees. Member firms of the League will receive a 25 per cent discount. Full details of the scheme are obtainable from the League Publications Officer, 7, Albemarle Street, London, W.1.

OBITUARY

SIR HENRY WALKER, who was for 14 years from 1924 Chief Inspector of Mines, retiring in 1938 after 36 years' service with the mines inspectorate. Sir Henry, who was 81, was personally responsible for the rescue work in the Gresford Colliery disaster in 1934, when 261 lives were lost. He was a member of the Royal Commission on Safety in Mines, appointed under the chairmanship of Lord Rockley in 1935, and his interest in mines safety extended far beyond his official duties.

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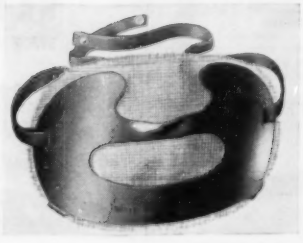

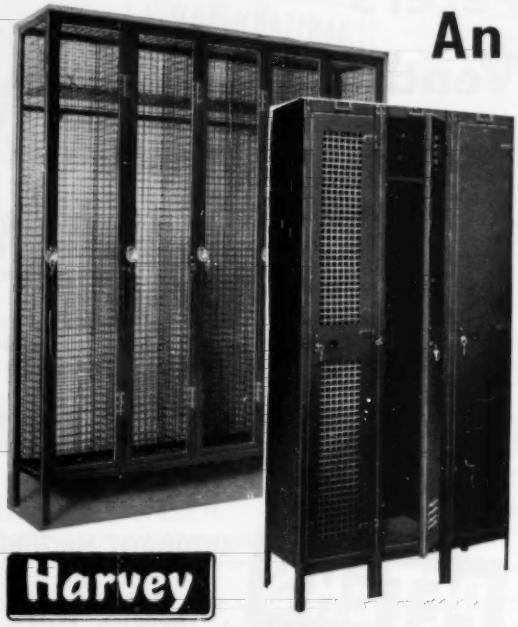

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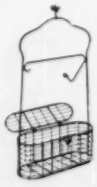

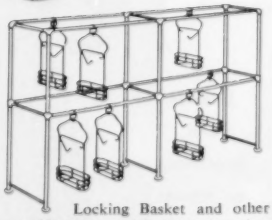

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Further particulars and application form from Secretary, Civil Service Commission, Scientific Branch, 30, Old Burlington Street, London, W.1., quoting No. S4372/54. Application forms must be returned by 12th October, 1954.

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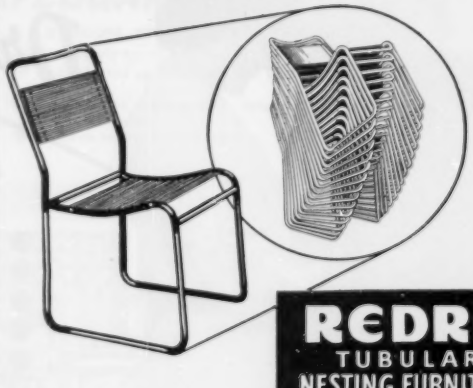

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